

Volume 2:

Network

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a. Network Development and Management Function

The development and maintenance of a comprehensive, integrated, and responsive network is essential to the provision of services that truly meet the needs of consumers, their families, and community stakeholders in Maricopa County. Such a network must be dynamic, responding to local changes, such as population shifts and new legislation, and national changes, such as the emergence of new evidence-based practices, the Health Insurance Portability and Accountability Act of 1996 (HIPAA), and changes in technology. A successful network requires constant monitoring, an ongoing comparison of what is to what needs to be, and then the ability to make the changes that are required.

As important as instituting changes in the network is the maintenance of the network itself. This maintenance includes activities such as credentialing, reporting, and registration. ValueOptions consistently supports providers and alleviates their administrative burden through our business practices because we believe it is important for fostering our network.

The following section describes ValueOptions' network development and management function. It begins with descriptions of the personnel and describes how the Network Management and Program Development Department ensures that the network is sufficient to meet the needs of consumers and their families.

Personnel and Number of Staff

The Network Management and Program Development Department will be composed of 54 full-time equivalent (FTE) employees in the upcoming contract term. The Vice President of Network Management and Program Development is responsible for network development and maintenance. The Vice President has a Master's Degree in Social Work Administration and has thirteen years of experience working for a Regional Behavioral Health Authority (RBHA) to manage the provider network, provider relations, credentialing, contract negotiations, monitoring through performance evaluation, and the development of program and clinical operations.

To support the functions of network development and management, the department will be divided into two areas of responsibility: Program Development, with 39 staff members, and Network Operations, with 15 FTE staff members.

Program Development

The Program Development area of the Network Management and Program Development Department will have 39 staff members responsible for developing new programs and implementing system initiatives. Primary responsibilities for these staff are to:

- design, implement, and monitor network system initiatives;
- provide training and technical assistance to providers for system initiatives such as evidence-based practices, cultural responsiveness, the Child and Family Team model, co-occurring treatment, and the recovery model;
- ensure ValueOptions and its subcontracted providers offer a comprehensive service array to meet the unique needs of each individual behavioral health recipient;
- identify and implement new programs in accordance with the Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS) Covered Services Guide;
- ensure adequate programming and capacity to support system initiatives such as the *Arizona System Principles*, *Arizona Children's System Vision and Principles* and *Principles for Persons with a Serious Mental Illness*; and
- work collaboratively with other ValueOptions departments to ensure implementation of the Annual Provider Network Development and Management Plan.

Program development initiatives are focused on Child and Adolescent, General Mental Health/Substance Abuse (GMH/SA), and Seriously Mentally Ill (SMI) populations, as well as prevention and continuous outreach. These areas are led by the following staff:

- **The Director of Children's Services** is an Arizona Certified Independent Social Worker and has over 25 years of experience in the behavioral health field, including direct practice experience with children and adolescents.
- **The Adult Services Program Manager** has a Bachelor's of Science Degree and 21 years of experience working with mental health, substance abuse, and criminal justice populations. The Manager has worked for the RBHA for the past 11 years, specializing in program design, development, and implementation.
- **The SMI Program Manager** holds a Master's Degree in Social Work and has more than thirteen years of social service experience. Her experience includes the provision of direct services to persons with a Serious Mental Illness (SMI) and

General Mental Health/Substance Abuse problems (GMH/SA), clinical program and contract development, measurement of contract performance, and the provision of technical assistance and guidance to provider organizations.

- **The Prevention Manager** has a Master's Degree in Social Work Administration with more than 20 years of behavioral health and community practice. The Manager has worked with diverse populations in many systems, including juvenile corrections and child welfare.

Network Operations

The Network Operations Unit of the Network Management and Program Development Department is responsible for the day-to-day operational tasks of network management. The unit will include 15 FTE staff members for the next contract term. Staffing will increase from its current level of 11 when this unit assumes responsibility for contract development and maintenance in Fiscal Year 2005. Network Operations functions include:

- Maintaining a centralized point of communication with subcontracted providers and internal staff regarding behavioral health system requirements and the provision of services to behavioral health consumers. Communication mechanisms include the ADHS/DBHS Provider Manual, Provider Notices, Provider Forums, the ValueOptions Web site and numerous provider meetings.
- Managing a prospective provider process that gathers information regarding out-of-network providers in the community for possible future program development.
- Conducting credentialing and privileging processes in accordance with ADHS/DBHS Provider Manual, Section 3.20. This process includes an expedited credentialing and privileging process to ensure network sufficiency. The credentialing and privileging function ensures that providers meet all applicable insurance requirements and that they operate under a current and appropriate license, certification, registration, or accreditation, as applicable. To eliminate duplicative administrative functions, the credentialing and privileging functions for independent practitioners are delegated to Joint Commission of Accreditation of Healthcare Organizations (JCAHO) and Commission on Accreditation of Rehabilitation Facilities (CARF) accredited providers.
- Ensuring that all providers are registered with Arizona Health Care Cost Containment System (AHCCCS) with the appropriate provider type to perform the services they are contracted to provide.
- Managing the Title XIX Community Service Agency process. All applications are reviewed for accuracy and completeness prior to submission to ADHS/DBHS, and an annual on-site audit of providers is conducted to ensure compliance with ADHS/DBHS requirements.
- Conducting semiannual surveys of the provider network to gather information regarding the languages spoken by staff and the specialty areas available within the provider agency. This information is distributed to providers and internal staff for use as a resource guide in making behavioral health referrals.
- Managing a provider database that captures provider site addresses, phone and facsimile numbers, provider key contact information, languages spoken, staff specialties, hours of operation, credentialing, privileging and certification tracking and timelines, provider license numbers and expiration dates, and provider insurance policy coverage and expiration dates.
- Evaluating the provider network to determine network sufficiency and to identify areas for new program development;
- Managing ADHS/DBHS network reporting requirements including the Annual Network Attestation, Notification of Changes to the Network, Provider Closures and Terminations, Quarterly Network Status Report, Annual Network Inventory, and Annual Provider Network Development and Management Plan.
- Serving as a single point of contact for subcontracted providers to field inquiries and facilitate responses in a timely manner. This responsibility includes coordination with other ValueOptions departments.
- Working collaboratively with other ValueOptions departments to ensure implementation of the Annual Provider Network Development and Management Plan priorities.
- Development and maintenance of provider contracts (to begin in Fiscal Year 2005).

ValueOptions will realign all individual practitioner and facility credentialing to ADHS/DBHS requirements to speed the credentialing process.

The Director of Network Systems and Operations manages the operations area. The Director has over 10 years experience in managed behavioral health care systems. This experience includes implementation of seven public sector behavioral health delivery systems. Specific areas of expertise include network management, provider relations, credentialing, contracting and network sufficiency.

Network Sufficiency

Network Management and Program Development staff members monitor provider performance and overall network sufficiency. Where available, national and state standards are used as targets or thresholds and are compared to existing utilization data to determine if sufficient types and number of providers are in place.

ValueOptions is currently implementing the ADHS/DBHS Logic Model for network planning, which is described in *Volume 2.d*. Analysis of the data elements identified in *Volume 2.d* provides ValueOptions with pertinent information about the breadth and depth of our provider network. Specific data elements are assessed and decisions are made regarding adequacy based on analysis of current and anticipated growth, GeoAccess mapping of access to care, analysis of relevant data sources, analysis of quality management and performance data, and provider comparisons.

The Network Management and Program Development Department has a **Network Sufficiency Analyst** who is responsible for gathering data elements from all ValueOptions Departments, GeoAccess mapping, and data analysis. Data are analyzed to examine the sufficiency of the network at the following intervals:

Monthly

The Network Sufficiency Analyst collects and reviews a number of data elements, including problem resolution data, grievance and appeals data, GeoAccess mapping, encounter data, and provider monitoring findings. The analysis of these data are presented to the Vice President of Network Management and Program Development, the Director of Network Systems and Operations, and the Quality Management Department.

Quarterly

The Network Sufficiency Analyst reviews access-to-care data; enrollment data; demographic data, including cultural and language needs; and utilization data. In addition, Provider Gains and Losses, and the status of Annual Program Development priorities are reviewed and reported to ADHS/DBHS in the Quarterly Network Status Report. The analysis of all information is presented to the Network Programs and Services Department staff, and the Quality Management Department.

Annually

All data elements reviewed throughout the year and other data elements such as the Network Inventory, Annual Provider Listing, external feedback, eligibles data, Administrative Review findings, Independent Case Review findings, provider/system service mix, and provider/system capacity will be reviewed as part of the development of the Annual Provider Network Development and Management Plan, and approved by the Quality Management/Utilization Management (QM/UM) Committee. This plan is developed in collaboration with all ValueOptions departments and outlines the priorities for the coming year. Priorities are not based on single data elements but on the overall pattern that is observed. The plan is used as a program development guide for use by Program Development staff. The plan is monitored quarterly to review status of new program implementation. Analysis of sufficiency continues throughout the year and program development priorities may be adjusted to meet the needs of behavioral health consumers.

Periodically

An important element of network sufficiency analysis is the ability to perform data review as new areas of concern or unmet need are identified. In these situations, relevant data are collected and reviewed by cross-departmental subject matter experts to substantiate the analyses and to inform their recommendations about service development.

b. Provider Network Organization and Description

The ValueOptions network provides recovery-based services that build on the strengths of consumers to help them achieve the highest level of self-sufficiency possible. It does this for over 50,000 consumers in Maricopa County, a vast area of 9,122 square miles, which is home to over 3.2 million people, representing 66 percent of the state's population.

Geographic Considerations

The geographic size of the County, the diversity of cultures, and the existence of urban, suburban, and rural regions directly affect the type of service delivery needed and requires creativity in meeting the needs of individuals and families. Of special note is that the County experienced an unprecedented growth of 45 percent between the 1990 and the 2000 census. Even more noteworthy is the 114 percent growth of the minority population, especially the Latino community, in the same time period. This growth has required marked expansion of culturally competent services.

Maricopa County continues to be one of the fastest growing counties in the nation, with an average influx of 10,000 people a month. The growth of the overall population in some ways mirrors the growth experienced in the Medicaid eligible population over the past five years. ValueOptions' enrollment has more than doubled over the same period of time. Trends indicate that this growth, especially in the minority population, will continue into the future and ValueOptions' provider network will rise to the challenge.

The following section describes ValueOptions' provider network. It begins with an overview of our bilingual capabilities and then describes the mechanisms used for subcontracting and financing. It next presents a description of the provider network, beginning with overall network services, and then describes the networks for each major population served by ValueOptions—children/adolescents, persons with general mental health/substance abuse disorders, and persons with a serious mental illness. Examples of successful achievement of systems goals are provided throughout the description of the networks.

Bilingual Capabilities

ValueOptions is committed to providing services to behavioral health consumers in their preferred language. This is achieved in a variety of ways, the most important being through service staff members who speak a consumer's language. Other methods include the use of interpreter services, language lines, and Text Telephones (TTYs), where applicable.

To support these efforts, ValueOptions conducts a semi-annual Language Capacity Survey capturing the variety of languages spoken by provider and intake staff. The results of this survey are compiled into a directory that is distributed to all contracted providers and ValueOptions staff for assistance in making referrals.

Results of the survey indicate that we currently have 31 different languages spoken within our provider network. With Latino consumers constituting our second highest population served, we are pleased to note a large number of Spanish speaking staff within our network. We currently have a total of 68 agencies with Spanish speaking staff and encompass 195 sites with services available to monolingual Spanish speaking consumers.

ValueOptions currently has 126 employees who receive a pay differential for speaking Spanish, a Native American language, or American Sign Language. We also have two staff who speak Arabic, one who speaks German, and one who speaks Portuguese who serve as paid, on-call interpreters. All ValueOptions' subcontracted providers have the interpreter services code in their contract so they are able to report all interpreter services provided to ValueOptions consumers when they are not able to use their own staff for interpretation.

Three bilingual urgent care psychiatrists complement our more than 20 bilingual Crisis Line staff to offer reassurance and immediate emergency care to Spanish-speaking consumers in crisis.

In addition to using employees, ValueOptions staff may access a TTY line or the Language Line to provide translation services in over 150 languages. ValueOptions' Customer Service and Access Line receives an average of one call per month for the TTY Line while the Crisis Line receives an average of ten calls per month for the TTY Line.

The Customer Service Unit uses the Language Line an average of 30 times per month. The infrequency of use is a result of our hiring three Spanish-speaking Customer Service Representatives, with access to additional staff for on-call purposes.

The Access Line uses the Language Line an average of 300 calls per month. The Crisis Line currently has more than 20 clinicians that are able to accept Spanish calls with access to additional on-call staff.

Subcontracting and Financing Mechanisms

ValueOptions employs a variety of subcontracting and financing mechanisms to comply with current service delivery requirements, including block payment, block purchase, fee-for-service, single case agreements and community development. These different contracting and service delivery strategies are used to provide services to all areas of the county. The following defines each of these mechanisms:

- **Block Payment**—Most of the outpatient service delivery system for adults and children/adolescents is contracted using a block payment arrangement. In addition, the adult Level I, II, and III services are funded through block payment. Block payment is based on a projected annual amount of money that the provider is expected to earn, 1/12 of which is paid monthly. Providers deliver the service and must encounter the services to ValueOptions. Reconciliations of the total dollars paid to the value of encounter data are performed periodically to avoid recoupment or a payback situation.
- **Community Development Project**—ValueOptions holds a contract with People of Color Network (PCN) to provide services primarily to children/adolescents and families who are members of ethnic minority groups living in Maricopa County. PCN is paid using a block payment methodology. The contract is to serve children/adolescents and families with a full continuum of outpatient services, using the Child and Family Team model. PCN subcontracts with several different provider agencies to provide services.
- **Block Purchase for Availability**—Block purchase is used to pay for the availability of services. Programs are funded based on the annualized cost of operating the program. This sum of money is paid to providers on a monthly prospective basis, so providers have a predictable stream of operating revenue, irrespective of the fluctuations in service usage. Encounter thresholds are established for these services to ensure availability regardless of utilization. Crisis phones, WarmLine, Rapid Response Team, mobile crisis teams, urgent care centers, crisis transportation, detoxification services, and prevention are funded with this method.
- **Fee for Service**—ValueOptions uses the fee-for-service contracting method for Level I, II, and III child/adolescent services, therapeutic foster care, pharmacies, private practitioners and newly contracted providers. For newly contracted providers, this mechanism allows time to assess performance and determine a utilization baseline.
- **Single Case Agreements**—These agreements are typically initiated due to an identified need for a specialty service for a specific member, which is unavailable within the provider network. These are also fee-for-service arrangements.

Network Description

Within the overall network, there are three service delivery systems organized by population—children/adolescents, general mental health/substance abuse (GMH/SA), and persons with a serious mental illness (SMI)—as well as initiatives and services that cross these delivery systems. The following section describes overall network initiatives, services—including prevention and crisis—and then describes the population-specific networks (Children’s Services, GMH/SA, and SMI).

Network Initiatives

ValueOptions uses cross-network initiatives to improve the service delivery system across the entire array of services. The current six initiatives across all networks are:

- providing culturally responsive services to all individuals and families;
- creating the environment to implement evidence-based practices;
- improving collaboration with primary care physicians;
- increasing the delivery of supportive services in the home or other natural settings;
- shifting from a deficit model to a strengths-based approach; and
- preventing the onset of behavioral health conditions by decreasing risk factors.

Prevention Services

The focus of ValueOptions’ prevention programs is to target individuals at risk of developing behavioral health problems. In developing the programs, the Medicaid population was demographically profiled by age, gender, and ethnicity. A ZIP code analysis was used to ensure programming would be available in the areas with the highest concentration of Medicaid enrolled members. The compiled information was used to award funding to evidence-based programs that target children and adolescents, women with children, and ethnic minority groups throughout the county. Prevention providers focus on understanding their targeted areas and work on aligning their programs to those areas. This process has resulted in the development of logic models for the 26 prevention programs, with a clear articulation of strategies to address risk and protective factors that reduce the likelihood of developing behavioral health problems.

Crisis Services

According to the Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS) Covered Behavioral Health Services Guide, crisis services are defined as mobile crisis intervention, telephone crisis intervention, and crisis stabilization services.

Mobile Crisis Intervention

ValueOptions uses two subcontracted providers for the provision of mobile crisis teams. There are currently 16 crisis teams and four follow-up teams. Mobile crisis teams are staffed with two behavioral health professionals who respond to emergency calls from police, family, friends, Child Protective Services (CPS), and the Department of Economic Security/Division of Developmental Disabilities (DES/DDD). The teams provide crisis evaluation in the area of mental health, family conflict, substance abuse, domestic violence, and interventions with CPS and DDD staff. The teams are capable of working with monolingual Spanish speaking consumers.

To address specific needs, we have developed specialized Children's Action Teams to provide rapid assessment and support to children in shelter or foster care placement, as well as a specialized mobile team to meet the unique needs of consumers who have developmental disabilities. This team was developed as a collaborative process between the DES/DDD, ValueOptions, and the provider agency.

An additional crisis team was developed to respond to the increased demand for pre-screening on petition requests for individuals who may be Persistently Acutely Disabled and/or Gravely Disabled. Another type of mobile team, the Rapid Response Team, was added in 2002. ValueOptions personnel staff this team, which was implemented to ensure that consumers who present in hospital emergency rooms receive immediate assessments and are assisted in accessing needed behavioral health services. The team is active in 20 hospitals and serves more than 150 people per month. This service is available to both children and adults.

Telephone Crisis Intervention

ValueOptions operates a Crisis Line, which provides crisis intervention, information and referral services, and dispatches the mobile units 24 hours a day, 7 days a week. In 2002, the Crisis Line received 261,643 calls and dispatched mobile teams on 10,509 occasions. The crisis phones have over 20 bilingual staff available 24 hours per day, 7 days a week to ensure that Spanish speaking persons immediately receive service in their own language. The Crisis Unit has an overflow after-hours procedure that provides immediate on-call access to Crisis Specialists in the event there are multiple Spanish speaking calls after hours. The crisis system also uses a consumer-run Warm Line through a subcontracted provider agency.

Crisis Stabilization Services

ValueOptions uses a subcontracted provider to provide crisis stabilization services to adults through two Urgent Care Centers. These centers are strategically located in Central Phoenix and the West Valley. The Urgent Care Centers serve as a 24-hour psychiatric emergency room that provides emergency psychiatric treatment and substance abuse assessment and stabilization to any individual presenting at the facility. All individuals receive nurse triage, a complete psychiatric assessment, and coordination with appropriate services for ongoing care. The Urgent Care Centers contain a peer-run recovery-oriented "Living Room" for consumers. ValueOptions contracts with one provider to offer specialized urgent care services for children and adolescents.

Service Delivery System for Children/Adolescents

ValueOptions uses a combination of community-based outpatient, residential, and acute care providers, as well as direct crisis services provided by our own staff, to create an efficient and effective service delivery network for children in Maricopa County. The aim of our organization is to bring to life the vision and principles outlined in the Jason K. Settlement. Our approach is to maximize the strengths of our providers and to supplement the overall delivery system with targeted efforts by ValueOptions where efficiencies can be gained and gaps filled.

We currently contract with seven community-based Comprehensive Service Providers (CSPs) to deliver care for the majority of children and families. Community-based agencies have been a strength of our delivery system for many years and allow us to deliver care that is geographically sensitive, culturally relevant, and integrated with the communities they serve.

The seven CSPs are responsible for delivering care that is need- and strengths-based. Program responsibilities include Child and Family Teams, intake and assessment, supportive services such as behavior management and personal support, counseling services, respite services, coordination of care, and clinical oversight.

With seven CSPs covering all of Maricopa County, we have focused our efforts for reform based on the Jason K. Settlement and offer to families choice. Using the CSP structure has also provided us opportunities to strengthen the presence of minority-based providers. This directly enhances the delivery of care to culturally diverse areas and promotes family friendly care. Two of our CSPs are minority-based and a third one has subcontracted agencies that are minority-based.

Coordination and integration of care has been enhanced through our ability to use CSP staff to co-locate behavioral health services at two CPS Service sites. The community presence of CSPs also strengthens our ability to identify and use informal and other community-based supports.

ValueOptions supports the work of the CSPs in the community by managing out-of-home care directly at contracted residential treatment centers. There are relatively low numbers (average of 250 children per day) of children in out-of-home care, compared to children treated in the community. We have consolidated staff resources internally to ensure that every option is considered before a child is placed out-of-home and that children are able to return to the community as quickly as possible.

In addition, ValueOptions provides specialized urgent care for children and adolescents through one contracted inpatient provider. ValueOptions also provides 24 hour a day, 7 day a week crisis services that include teams of staff who respond to emergent situations. Children's Action Teams provide rapid support to children and adolescents who have been removed from the home by CPS. This approach allows us to deliver high-quality, responsive services that include strong integration and efficient, cost-effective use of resources.

ValueOptions also supplements the work of the CSPs by developing specialized services when needed. For example, ValueOptions contracted with two agencies that specialize in attachment and bonding disorder, three agencies that specialize in the development of therapeutic foster care, and three agencies that specialize in the development of direct support services for children and families. These efforts are consistent with our approach of maximizing the strengths of each component of our system. By delivering some care directly and allocating some resources to the direct procurement of specialized services, we allow the CSPs to concentrate on major system reforms.

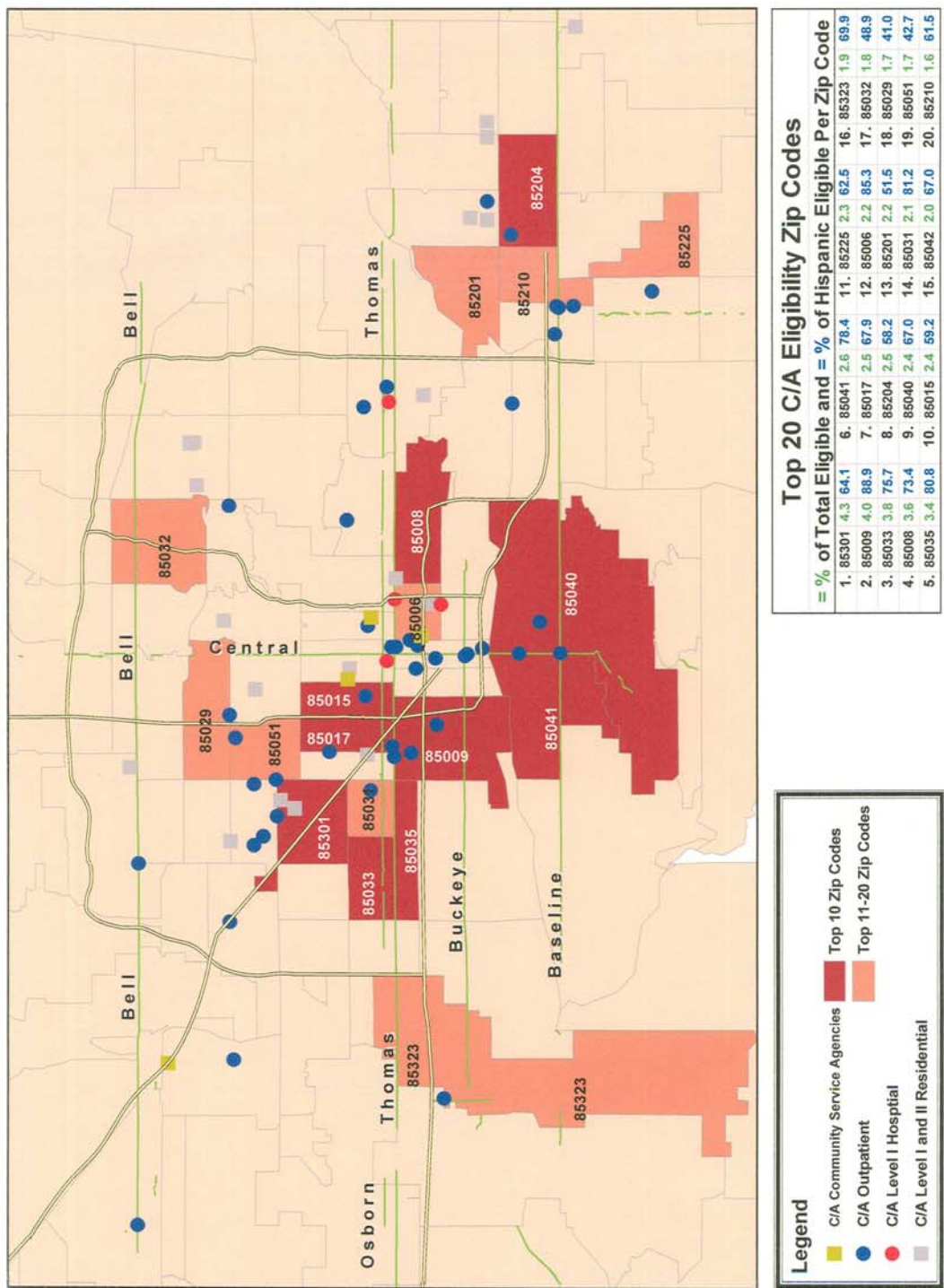
Successfully Achieving System Goals—Children/Adolescents

Our contract with the Family Involvement Center is a prime example of how we have designed our Children's Service Network to be consistent with the *Arizona Children's System Vision and Principles*. Family voice and choice is fundamental to our system reform, and we created the Center in partnership with St. Luke's Health Initiatives to bring a unified focus to family involvement. The Center recruits, trains, and supports individuals who work as Family Support Partners at the CSPs. These valuable family members, with experiences of their own in raising children with behavioral health challenges, are members of Child and Family Teams and provide important support to children and families. In addition, the Center provides opportunities to support families in learning about the Child and Family Team process and in networking with other families.

Currently 55 family members serve as Family Support Partners (FSPs), working with families to help parents become their own self-advocates.

Following is a geographic picture of the Children's Service Network. It depicts where provider sites are located and the top 20 ZIP codes in which Medicaid eligible children, including Medicaid eligible Latino children, live.

Children's Service Network



Service Delivery System for General Mental Health/Substance Abuse Adults

GMH/SA services are delivered by a provider network that offers a wide array of services to meet the needs of this population. Services range from general outpatient to intensive outpatient, as well as residential and inpatient hospital treatment. Additionally, intensive case management is available for both Title XIX and non-Title XIX consumers regardless of where they receive treatment. Basic case management is delivered throughout all phases of treatment. ValueOptions also subcontracts with various specialty providers for Opioid Maintenance Therapy, Detoxification, and HIV early intervention services.

ValueOptions has worked with provider agencies to develop specialized services for women. Since the needs of women differ related to issues such as trauma, abuse, domestic violence and relationships, specialized services are needed. Currently two residential substance

ValueOptions now subcontracts with five providers who offer gender-specific substance abuse treatment for women, including three residential treatment providers who accept women and their children.

abuse programs offer services to pregnant women who abuse substances, and women with dependent children. Young children are placed with their mothers at the treatment program where bonding and parenting can begin. Identification of the children's needs can also begin at these programs. Outpatient care for women with substance abuse occurs at another provider where day care is arranged while mothers participate in treatment.

Because of the success of these programs and the complex treatment and social needs of chemically dependent women with children, two additional programs will open this calendar year. A 10-bed residential program for recovering women with children will open in the South Phoenix area, and ValueOptions will fund and implement a model supported housing program for women with children in the central Phoenix area.

Successfully Achieving System Goals—GMH/SA

Since 1999, ValueOptions has participated in various opportunities to research, develop, and implement programs that address co-occurring mental health and substance related disorders. ValueOptions took the lead in implementing system-wide training in this area, by bringing in a national expert to train over 100 clinicians for more than 30 different agencies.

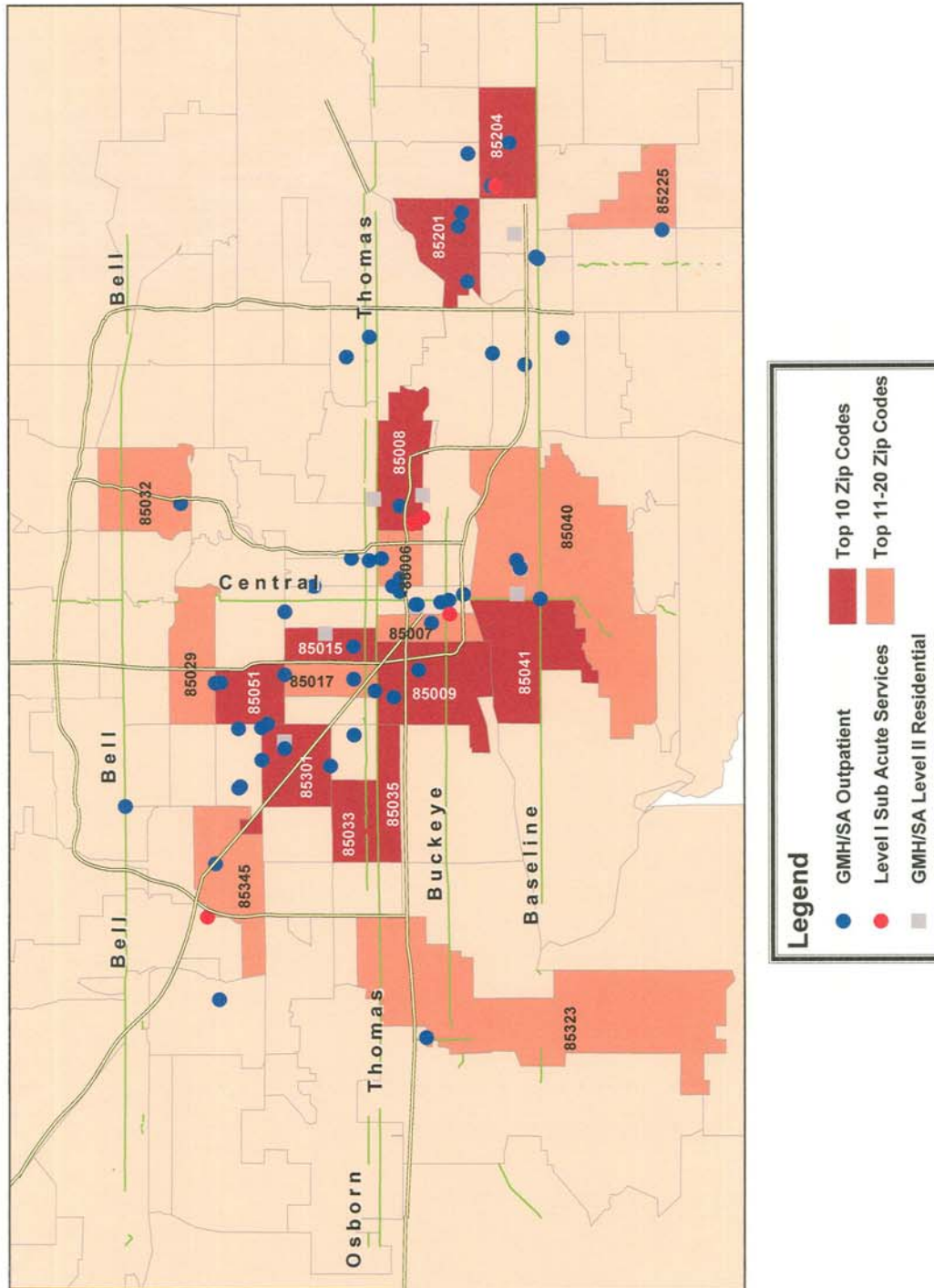
ValueOptions hired two individuals with recognized expertise in the treatment of co-occurring disorders to provide ongoing training and technical assistance to the provider community. This training focuses on best practices, such as the use of the American Society of Addiction Medicine Patient Placement Criteria-2R (ASAM-PPC2R), stage of change concepts, and Motivational Interviewing strategies. The training initiative has proven to be successful in improving the service delivery network. Currently, all GMH/SA providers are at a minimum dual diagnosis capable, and some are dual diagnosis enhanced. Continued training and technical assistance will be offered, as well as a new course on Motivational Interviewing. This client-centered approach will enhance the engagement skills of clinicians, thereby increasing treatment retention and improving outcomes of treatment. Provider monitoring of these capabilities will be ongoing.

Since ValueOptions is committed to offering all covered services, a special emphasis will be placed on peer and family support programs for the GMH/SA population. The Center for Substance Abuse Treatment is providing technical assistance to ValueOptions in this initiative. The Community Bridges Detoxification program and Native American Connections Guiding Star program for women will be creating and pioneering these new programs. We have already identified various programmatic issues such as supervision of staff, clinical interface, and relapse potential for peers. Once these peer and family support programs have been implemented and fine tuned, other providers will develop programs with the assistance of these selected providers and ValueOptions.

In the next contract year, ValueOptions will work to ensure easy access to care and improvement of services through implementation of evidenced-based practices. There will be a renewed emphasis on family involvement at all phases of treatment from assessment through completion and as a means of supporting consumers after treatment. New initiatives for coordination with physical health care and for culturally responsive services have begun. Community involvement, culturally relevant treatment, and natural supports are paramount for retaining treatment gains, supporting recovery and improving the lives of consumers.

Following is a geographic picture of the adult GMH/SA Network. It depicts where provider sites are located and the top 20 ZIP codes of where Medicaid eligible adults live.

Adult General Mental Health and Substance Abuse Service Network



Service Delivery System for Persons with a Serious Mental Illness

ValueOptions operates 21 Direct Service Sites that provide assessment, case management, nursing services, rehabilitation services, housing services, substance abuse services, benefits specialists, peer support, psycho-educational services, and counseling services. In addition to the various clinic-based services, subcontracts are held with providers to offer additional community based services. Providers hold subcontracts for the following services, which may include but are not limited to:

- **Treatment Services**—inpatient care, urgent care, crisis services, residential treatment services, individual, group, and family counseling, and pharmacy services.
- **Rehabilitation Services**—early vocational programs, home and self-management skills training, mobility training, supported education, Fountain House Model Clubhouse, social-recreation programs, volunteer corps, living skills training and extended supported employment.
- **Support Services**—personal assistance, living skills training, family support, peer support, consumer-run drop-in centers, and transportation.
- **Community Placement**— housing and specialized residential services.

ValueOptions' intensive Assertive Treatment Teams and rehabilitation-focused Supportive Treatment Teams served more than 1700 consumers over the past two years.

In the next contract year, there will be an emphasis on family involvement and increased peer support. Family and peer support for the consumer are key elements of recovery, and we will partner with qualified providers to increase support and education programs (as described in *Volume 2.d*). Further, we will continue our ongoing implementation of evidenced based practice (including supported employment at five clinic sites), as described in *Volume 3.m*.

Living in an environment of one's own choosing is an integral component of the recovery philosophy. ValueOptions has been extremely successful in the housing area, increasing the number of housing units by more than 1500. We will soon implement a Housing First Model, which assumes that independent housing is the first choice for most consumers. In addition, we will redesign traditional residential treatment to become a more specialized service, meeting specific behavioral health needs. These initiatives are described in detail in *Volume 2.n*.

Successfully Achieving System Goals—Persons with a Serious Mental Illness

The recovery philosophy is at the core of ValueOptions network services for seriously mentally ill consumers. Recovery is a dynamic and progressive philosophy that incorporates the vision articulated in the *Principles for Persons with a Serious Mental Illness*. As with any philosophy, there is a potential gap between the philosophy and the practice, but we have made great strides in bridging this gap with ongoing training, participation and sponsorship of recovery conferences, and incorporating peers and peer recovery services as part an integral component of our service delivery system. Examples of our networks' success in this area include:

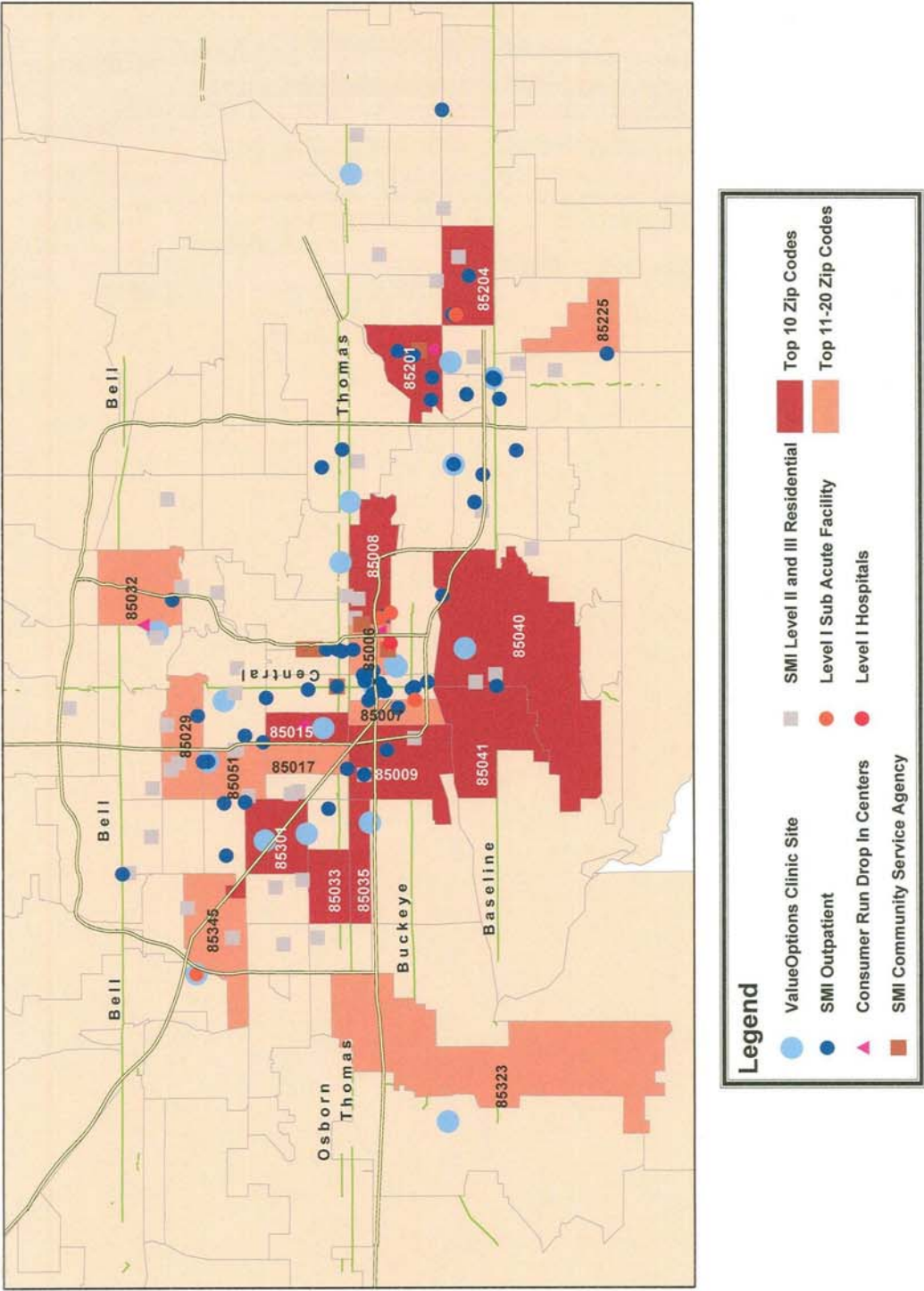
- infusion of peer support within the Urgent Care Centers via the recovery-related "Living Rooms";
- creation of a consumer-run Warm Line working in conjunction with ValueOptions Crisis Line;
- development of the Wellness Education for Life and Living (WELL) Program, providing peer support services focused on health, wellness and home/self-management skills, and
- employment of behavioral health consumers as Peer Support Specialists on all five of our Assertive Treatment Teams.

With the implementation of covered services came the creation of the Community Service Agency (CSA). CSAs were developed to facilitate the provision of innovation community-based service alternatives for behavioral health consumers. ValueOptions has used this new class of service providers to expand and/or enhance our service array in response to stakeholder, consumer and community feedback. In the current contract year we:

- provided start-up funds for an additional consumer-run drop in center in North Phoenix;
- provided recreational equipment, vans , office and kitchen equipment to existing drop-in centers as requested;
- expanded the number rehabilitation providers from two (2) to eleven (11);
- increased the number, type and availability of rehabilitation services to provide greater opportunity to participate in community, school and work-related activities; and
- contracted with providers for home and self-management skills training and are currently working with habilitation providers in order to expand system capacity to meet the growing demand for in-home rehabilitation and support services.

Following is a geographic picture of the adult SMI Network. It depicts provider sites are located and the top 20 ZIP codes of where Medicaid eligible adults live.

Persons With Serious Mental Illness Service Network



c. Minimum Network Requirements

ATTACHMENTS SOLICITATION NO.HP432188

Offerors Name: ValueOptions, Inc.

- List the minimum number of provider types/services that will be maintained throughout network per the unit listed.

| Provider Type/Service | Minimum Number | Unit |
|---|--------------------------------|---|
| Subacute facility capable of accepting walk-ins <i>Provider type B5, B6</i> | 6 | Number of facilities |
| Inpatient services <i>Provider types 02,71</i> | 145 | Number of adult beds |
| | 15 | Number of child beds |
| Inpatient detoxification services <i>Provider types 02, 71, B5, B6</i> | 42 | Number of adult beds |
| | 1 | Number of child beds |
| RTC <i>Provider types 78, B1, B2, B3</i> | 125 | Number of beds |
| Level II <i>Provider type 74</i> | 334 | Number of adult beds |
| | 115 | Number of children beds |
| Level III <i>Provider type A2</i> | 77 | Number of adult beds |
| | 8 | Number of children beds |
| Therapeutic Foster Care Homes <i>Provider type A5</i> | 9 | Number of adult placements |
| | 50 | Number of child placements |
| Housing | 5,225 | Number of persons with a serious mental illness who will be assisted in locating or maintaining housing |
| Pharmacy locations <i>Provider type 03</i> | 286 | Number of locations |
| Methadone maintenance services <i>Provider type 8, 31, 18, 19</i> | 5 | Number of agencies |
| Outpatient agencies <i>Provider type 77</i> (See below for additional requirements) | 50 | Number of agencies (Including those used by the one agency responsible for coordinating care to SMI) |
| Consumer operated community service agencies <i>Provider type A3</i> | 4 | Number of agencies |
| Behavioral Health Consumers or Family Members to deliver peer support services | 150 Peers 75 Family Members | Full Time Equivalents working in community Service agencies or outpatient agencies |
| Crisis response telephone | 20.5 (7am-7pm) | Full Time Equivalents for am shift |
| | 13.5 (7pm-7am) | Full Time Equivalents for pm shift |
| | See Above | Full Time Equivalents for night shift |
| Mobile Crisis | 31 | Full Time Equivalents for am shift |
| | 31.8 | Full Time Equivalents for pm shift |
| | 21 | Full Time Equivalents for night shift |

ATTACHMENTS
SOLICITATION NO.HP432188

2. List the minimum total number of full time equivalents that will be working within outpatient clinics (or practicing independently as applicable) for each professional level stated below.

| Staffing Type | Minimum Number | Units |
|---|----------------|---|
| Paraprofessionals | 400 | Full Time Equivalents |
| Behavioral Health Technicians (BHT) | 1500 | Full Time Equivalents |
| | 310 | Of the above stated FTE number of BHTs, how many Full time Equivalents will be performing as Clinical Liaisons or conducting assessments |
| Behavioral Health Professionals (BHP) (Do not include Psychiatrists, Nurse Practitioners, or Physician Assistants) | 650 | Full Time Equivalents |
| | 550 | Of the above stated FTE number of BHPs, how many Full Time Equivalents will be performing as Clinical Liaisons or conducting assessments |
| Psychiatrists, Nurses Practitioners, or Physician Assistants | 155 | Full Time Equivalents |
| | 100 | Of the above stated FTE number of BHPs in this category, how many Full Time Equivalents will be performing as Clinical Liaisons or conducting assessments |
| | 3,388/week | Number of hours dedicated to Medication assessment and prescribing |

d. Network Sufficiency Assumptions and Model

When ValueOptions was awarded the Maricopa County contract in 1999, we inherited a wide variety of provider contracts. ValueOptions has continually monitored the network and made adjustments to meet minimum network requirements. It should be noted that what constitutes minimum network requirements is constantly changing. Changes in population, new legislation, Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS) initiatives, finances, and many other factors require continuous changes in the number of providers or services in the network.

There have been a number of attempts to model the number of services, staff, and programs needed to treat groups and subgroups of persons with behavioral health problems. Some of these models, like the Leff model, estimate arrays of services and make assumptions about how individuals move in and out of various services. There are also models for children/adolescents with intensive needs, for example the Wrap Around Milwaukee model. Although these models may be used effectively to assess components of the system, such as housing needs, any of these models have significant weaknesses when applied to Maricopa County as a whole. This is because differing definitions of target groups, taxonomies of covered services, service model design, diversity of population, geographic density, and new technologies make it difficult to develop comparable numerical estimates. In emerging areas like Child and Family Teams, Arizona is truly breaking new ground by developing hybrid models that incorporate aspects of some national models, and then applying the model to all consumers. Similarly, the peer and family components, as well as recovery initiatives for adults, have frequently not been fully incorporated into national models.

The Minimum Network Requirements are based on multiple data sources including the ones described in the ADHS/DBHS Logic Model for Network Sufficiency. To determine the number of providers and services ValueOptions will have on July 1, 2004, to meet the needs of behavioral health consumers, we conducted surveys of providers to determine existing capacity, analyzed eligibility, enrollment, and intake data to determine growth trends, reviewed utilization data to identify under-utilization of services by population category, and reviewed current expenditures.

In addition, ValueOptions thoroughly reviewed the geographic distribution of provider service sites. The location of all sites that deliver children and adolescent services was compared to the geographic areas that have high proportions of Medicaid eligibles. At the same time, it was recognized that the network requires many services that are not office-based.

We also reviewed the following documents: the ValueOptions Network Sufficiency Plan, Cultural Competency Plan, the Quality Management Plan, and Utilization Management Plan, ADHS/DBHS Strategic Plan for Housing, and the findings of the ADHS/DBHS Administrative Review and Independent Case Review. In addition to this type of information, the *Arizona System Principles*, the *Arizona Children's System Vision and Principles*, and the *Principles for Persons with a Serious Mental Illness* were also used to determine what constitutes a minimum network.

Finally, ValueOptions considered the actual growth and experience of the delivery system over the past four (4) years, the multi-faceted program initiatives already in place, the need to build on the strength of the current system while working on the weaknesses, and the desirability of a network ready for future challenges.

The following broad assumptions were made about the needed characteristics of the network. We assume that the network:

- is aligned with the system principles;
- provides the majority of services in the home or community, easily accessible to consumers and families;
- assists the family and their support system, not just the individual;
- emphasizes the use of natural supports;
- ensures that treatment decisions are made with the active involvement and approval of the individual and family;
- bases assessment and service planning on the strengths, needs and culture of the individual and family;
- complies with access to care standards;
- implements recovery initiatives;
- fully implements the Child and Family Teams;
- has the capability to treat people with co-occurring disorders;
- implements the Housing First Model; and
- provides services that are culturally and linguistically responsive.

In addition to data on current capacity and utilization, each Provider Type/Service was reviewed and resulted in the network shown in Attachment C-Minimum Network Requirements. The existing service level was used as a baseline and reviewed for sufficiency. Each Provider Type/Service category is listed below.

- **Subacute facility capable of accepting walk-ins** – Existing capacity is sufficient to meet the needs of behavioral health consumers.
- **Inpatient Services** – Existing capacity is sufficient with the development of the Supported Housing model.
- **Inpatient Detoxification Services** – Existing capacity is sufficient to meet the needs of behavioral health consumers.
- **Residential Treatment Centers** – Level I – Existing capacity is sufficient to meet the needs of behavioral health consumers.
- **Level II Behavioral Health Residential** – Existing capacity is sufficient with the development of the Supported Housing model.
- **Level III Behavioral Health Residential** – Existing capacity is sufficient with the development of the Supported Housing model.
- **Therapeutic Foster Care Homes** – Existing capacity will be insufficient and is being expanded for adults and children.
- **Housing** – Existing capacity will not be sufficient and is being expanded based on the Arizona Department of Health Division of Behavioral Health Strategic Plan for Housing.
- **Pharmacy Locations** - Existing capacity is sufficient to meet the needs of behavioral health consumers.
- **Methadone Maintenance Services** – Existing capacity is sufficient to meet the needs of behavioral health consumers. Due to the increasing demand this service will be monitored closely.
- **Outpatient Agencies** – The existing number of outpatient clinic agencies is sufficient. However, a shift in service array and geographic location is required to support system initiatives. The existing outpatient service array will shift from primarily office-based counseling to community-based supportive and rehabilitative services. Provider site locations will be assessed to ensure they offer services in the high ZIP code eligible and enrollee communities.
 - **Paraprofessionals** – Existing capacity will be insufficient and is being expanded for adults and children/adolescents.
 - **Behavioral Health Technician** – Existing capacity will be insufficient and is being expanded for adults and children/adolescents.
 - **Behavioral Health Professionals** – Existing capacity is sufficient to meet the needs of behavioral health consumers.
- **Psychiatrists, Nurse Practitioners, Physician Assistants** – Existing capacity will be insufficient to meet the needs of behavioral health consumers. An in-depth analysis of these resources will be conducted as outlined in *Volume 2.m*.
- **Consumer Operated Community Service Agencies** – The existing number and geographic locations of consumer operated CSAs is sufficient to meet the needs of behavioral health consumers.
- **Behavioral Health Consumers or Family Members to deliver Peer Support Services** – Existing capacity will be insufficient and is being expanded for adults and children/adolescents.
- **Crisis Response Telephone** - Existing capacity is sufficient to meet the needs of behavioral health consumers.
- **Mobile Crisis** - Existing capacity is sufficient to meet the needs of behavioral health consumers.

Summary of Network Expansion

It is important to note that Attachment C: Minimum Network Requirements reflects the capacity that will be available July 1, 2004 and through the contract year. What follows are the areas where additional capacity by Provider Type/Service category will be developed.

- **Therapeutic Foster Care Homes** – Existing capacity will be insufficient and is being expanded by 9 placements for adults and 30 placements for children.
- **Housing** – Existing capacity will not be sufficient and is being expanded by 165 units based on the ADHS/DBHS Strategic Plan for Housing.
- **Outpatient Agencies** – The existing number of outpatient clinic agencies is sufficient. However, a shift in service array and geographic location is required to support system initiatives. The existing outpatient service array will shift from primarily office-based counseling to community-based supportive and rehabilitative services. Provider site locations will be assessed to ensure they offer services in the high ZIP code eligible and enrollee communities.
 - **Paraprofessionals** – Existing capacity will be insufficient and is being expanded by 47 FTEs for adults and children/adolescents.
 - **Behavioral Health Technician** – Existing capacity will be insufficient and is being expanded by 100 FTEs for adults and children/adolescents.

- **Psychiatrists, Nurse Practitioners, Physician Assistants** – Existing capacity will be insufficient to meet the needs of behavioral health consumers. An in-depth analysis of these resources will be conducted as outlined in *Volume 2.m*.
- **Behavioral Health Consumers or Family Members to deliver Peer Support Services** – Existing capacity will be insufficient and is being expanded by 95 FTEs for adults and children/adolescents.

Network Sufficiency Model

ValueOptions Network Management Department will utilize the ADHS/DBHS Logic Model for Network Sufficiency and Analysis to ensure adequate service capacity to meet the needs of behavioral health consumers. This Logic Model involves analysis of the data elements in three major categories: Administrative Database and Data Extracts, Provider Organizational/Structural Information/Practice Patterns, and Consumer Input. Administrative data sources are reviewed by population (i.e. SMI, GMH/SA, C/A) to identify specific trends and/or needs of each. Provider and Consumer input data sources are analyzed by Covered Service category and sub-category, and population. The following table organizes the information about aspects of the provider network.

| Data Types | | |
|---|--|--|
| Administrative Database and Data Extracts | Provider Organizational/Structural Information/Practice Patterns | Consumer Input |
| Eligibles Data | Network Inventory | Grievance and Appeals |
| Current and Anticipated Enrollment | Annual Provider Listing | Problem Resolution |
| Population Data | Utilization Data | Consumer and Customer Satisfaction Surveys |
| Demographic data, including cultural and language needs of eligible and enrollees | | |
| Cultural and Linguistic needs | | |
| Penetration rates by Population | | |
| Diagnostic Data | | |
| Access to Care/Timeliness of Service | | |
| Independent Case File Results | | |

In addition to the above, these additional data elements will be assessed:

- geo-access analysis of eligibles, enrollees, provider sites and services, high eligible ZIP codes;
- static and dynamic capacity;
- provider and community stakeholder focus group feedback;
- provider monitoring findings;
- Administrative Review results;
- Independent Case Review results;
- culturally responsive programming;
- provider data, to include at a minimum clinical models, length of stay, staff ratios, types of services and capacity, service utilization and per member per month costs, program budgets, and staff retention and recruitment;
- bilingual capacity;
- utilization of out-of-network providers for specialized services;

- Leff Model; and
- nationally recognized service model data.

Data Analysis

The data elements will be analyzed by population and service category and sub-category. This methodology will identify specific patterns and trends related to service capacity sufficiency or need. While unique data elements may indicate a service need, the analysis of multiple data elements will confirm the magnitude of the need or point to a possible deviation from the expected assumption. Any perceived deviation from the expected assumption will require further analysis of selected data elements. If further review is indicated then a Problem Analysis methodology will be utilized to assess the validity of the deviation.

Problem Analysis

A problem analysis involves looking at the specific population, service category or other unique features to determine differences across data elements. In determining differences, three questions will be asked. The following is an example of this process.

1. *What is different?*
The utilization data for peer support services appears low; however, the number of peer programs has significantly increased.
2. *Where does the difference occur?*
Utilization patterns differ across peer programs.
3. *What is the extent of the difference?*
Of the ten peer support programs, 30 percent report low utilization of peer support services.

In the development of a possible explanation for the deviation from an expected assumption, the following three questions are asked to determine unique features or attributes of the population or situation.

1. *What is different?*
The 30 percent of peer programs with low peer support utilization are contracted differently.
2. *What is distinctive?*
The 30 percent represent peer programs that are consumer operated.
3. *Have there been any changes that could cause this difference?*
Within these programs, services are reported utilizing service codes other than peer support to provide ease of reporting.

Data Synthesis

The final phase of this Network Sufficiency Logic Model will be the synthesis of all findings. Do the findings point to a consistent issue or problem? Do the findings indicate a possible network sufficiency or capacity issue? In the example given above, the findings do not indicate an insufficiency of peer programming.

If an area of insufficiency is identified, the Network Management Department will present recommendations to the Executive Team for program development or capacity expansion to address the insufficiency. On an annual basis the analysis of all data will be utilized to develop the Annual Network Management and Sufficiency Plan. This Plan will identify program development priorities for the coming year.



ValueOptions
Maricopa County RBHA

Letter of Intent

This letter shall serve to express the intent of ABC to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. ABC and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

ABC

Neil Williams
Signature

President / CEO
Title

Oct 10, 2003
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

11 / 7 / 03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of AHCCMS to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. AHCCMS and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


AHCCMS

ValueOptions, Inc


Signature

President CEO
Title

10/20/03
Date


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 Fax (602) 914-5918



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ValueOptions
Maricopa County RBHA

Letter of Intent

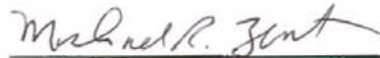
This letter shall serve to express the intent of Albertson's dba Osco Drug to continue it's contractual relationship with *ValueOptions, Inc.* to provide pharmaceutical services to Maricopa County consumers.

The parties agree to use their best efforts to continue the existing Provider Agreement currently effective, and, pursuant to the Evergreen clause, reasonably anticipated to continue to be effective, for Fiscal Year 2004-2005.

Albertson's dba Osco Drug

ValueOptions, Inc




Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Vice President of Pharmacy Serv.
Title

11/7/03
Date

11/7/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918

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**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of American Indian Prevention Coalition to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. American Indian Prevention Coalition and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

American Indian Prevention Coalition

ValueOptions, Inc

Bonny Beach
Signature
Executive Director
Title

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

11/6/03
Date

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 Fax (602) 914-5918

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**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of American International Community Care to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. American International Community Care and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

American International Community Care

ValueOptions, Inc

Joan Richi MC, CPC
Signature

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Executive Director
Title

10-10-03
Date

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 Fax (602) 914-5918



**RECEIVED**

OCT - 8 2003

AREA AGENCY**ValueOptions
Maricopa County RBHA****Letter of Intent**

This letter shall serve to express the intent of Area Agency on Aging to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.


The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Area Agency on Aging and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


Area Agency on Aging



Signature

Title

Date*ValueOptions, Inc*

Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

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Phoenix, AZ 85008
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**ValueOptions
Maricopa County RBHA**

Letter of Intent

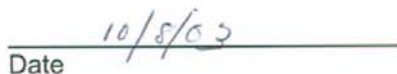
This letter shall serve to express the intent of Arizona Baptist Children's Services to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Arizona Baptist Children's Services and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


Arizona Baptist Children's Services

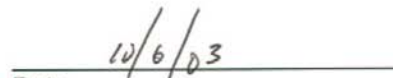

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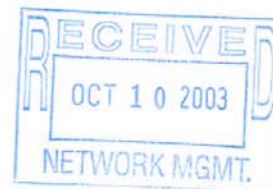

Title


Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA


Date



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Phoenix, AZ 85008
Tel (602) 914-5800 Fax (602) 914-5918





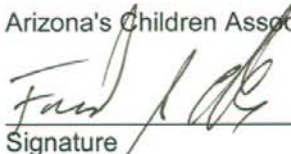
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Arizona's Children Association to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Arizona's Children Association and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


Arizona's Children Association


Signature

PRES & CEO
Title

10/08/03
Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Arizona State Hospital to negotiate terms and conditions of a contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to execute a Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Arizona State Hospital and *ValueOptions, Inc.* agree that this Letter of Intent will remain in effect until the execution of the aforementioned Provider Agreement.

The parties acknowledge that this is a letter of intent only, and that Arizona State Hospital's obligations as a provider will be governed by the executed Provider Agreement. If, for any reason, the parties are unable to reach agreement on the terms of a Provider Agreement, this letter of intent will be null and void.

Arizona State Hospital



Signature




Title

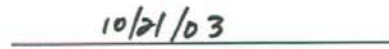


Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Date

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**ValueOptions
Maricopa County RBHA**

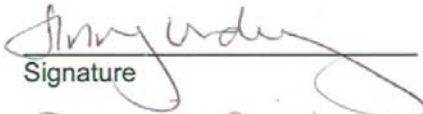
Letter of Intent

This letter shall serve to express the intent of Arizona Youth Associates to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Arizona Youth Associates and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Arizona Youth Associates

ValueOptions, Inc


Signature

Executive Director
Title

10.20.03
Date


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Big Brothers Big Sisters of Central Arizona to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Big Brothers Big Sisters of Central Arizona and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Big Brothers Big Sisters of Central Arizona

ValueOptions, Inc

David Shank
Signature

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Director of Grants
Title

10/22/03
Date

10/16/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Black Family & Child Services to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Black Family & Child Services and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Black Family & Child Services



Signature

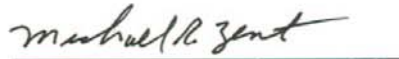
President

Title

10-9-03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Boys & Girls Club of the East Valley to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Boys & Girls Club of the East Valley and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Boys & Girls Club of the East Valley

Ramon Elos
Signature

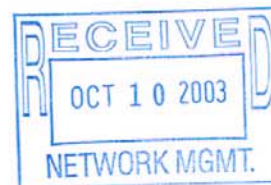
PRESIDENT • CEO
Title

6/9/03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Hal Breen, MD to continue a contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Hal Breen, MD and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Hal Breen, MD

ValueOptions, Inc

Hal Breen MD
Signature

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Psychiatrist
Title

10-26-03
Date

12/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918 ✓





**ValueOptions
Maricopa County RBHA**

Letter of Intent

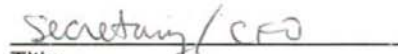
This letter shall serve to express the intent of Buckeye Pharmacy to continue it's contractual relationship with *ValueOptions, Inc.* to provide pharmaceutical services to Maricopa County consumers.

The parties agree to use their best efforts to continue the existing Provider Agreement currently effective, and, pursuant to the Evergreen clause, reasonably anticipated to continue to be effective, for Fiscal Year 2004-2005.

Buckeye Pharmacy



Signature



Title



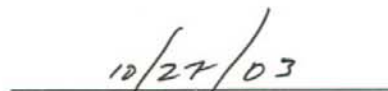
Date

ValueOptions, Inc



Michael R. Zent, Ph.D.

CEO, Maricopa County RBHA



Date

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Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918






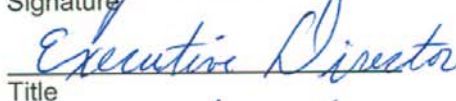
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Casa Center for Prevention of Abuse & Violence to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.


The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Casa Center for Prevention of Abuse & Violence and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Casa Center for Prevention of Abuse &
Violence


Signature

Title

Date 10/14/03

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date 10/6/03

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Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





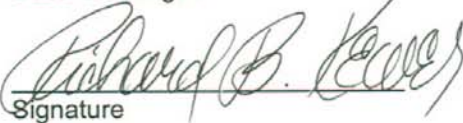
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Casa de Amigas to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Casa de Amigas and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Casa de Amigas


Signature

EXECUTIVE DIRECTOR
Title

10/10/03
Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Catholic Community Services to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Catholic Community Services and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Catholic Community Services

ValueOptions, Inc


Signature


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Associate Director: Interpreting
Title

10/17/03
Date

10/6/03
Date

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Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





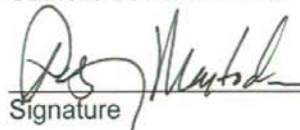
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Catholic Social Services to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Catholic Social Services and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Catholic Social Services


Signature

CEO
Title

11/06/2003
Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

11/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



Oct 20 03 09:38a

Mary Massman

480-502-2137



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Center for Behavioral Health to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Center for Behavioral Health and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


Center for Behavioral Health

ValueOptions, Inc


Signature

Clinical Director
Title

10-17-03
Date


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

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Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918

OCT 20 2003 10:28

480 502 2137

PAGE.05




**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Central Arizona Shelter Services to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Central Arizona Shelter Services and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Central Arizona Shelter Services



Signature

Michael R. Zent

CEO

Title

10-30-03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918

CCT 08 2003





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Centro de Amistad to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Centro de Amistad and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Centro de Amistad

Santino R. Bernasconi
Signature

President & CEO
Title

10/10/03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918






**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Child Crisis Center - East Valley to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Child Crisis Center - East Valley and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


Child Crisis Center - East Valley


Signature

Exec. Director
Title

10/16/03
Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/16/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



Nov 06 03 09:35a

Chrysalis

(602)955-0165

p.2

**CHRYSALIS SHELTER FOR VICTIMS OF DOMESTIC VIOLENCE INC.**

Creating healthy opportunities to break the intergenerational cycle of violence.

LETTER OF INTENT

Chrysalis Shelter for Victims of Domestic Violence, Inc. (dba Chrysalis) received the ValueOptions request for a letter of intent as part of the RBHA RFP process. This letter shall serve to express the intent of Chrysalis to continue its contractual relationship with ValueOptions should ValueOptions continue as the RBHA for Maricopa County.

Should you require additional information, I can be reached at (602) 955-9059.



Patricia Klahr
Executive Director

Date

10/31/03



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Lydia Cohan, MD to continue a contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Lydia Cohan, MD and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Lydia Cohan, MD

Lydia J. Cohan, MD
Signature

Child & Adolescent & Adult
Title Psychiatrist

10-14-03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

12/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





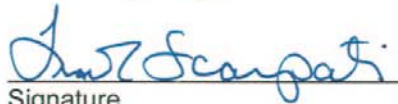
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Community Bridges to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Community Bridges and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Community Bridges



Signature

CEO

Title

10/08/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date



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Phoenix, AZ 85008
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**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Community Medical Services to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Community Medical Services and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Community Medical Services



Signature

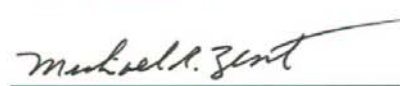
CEO

Title

10/7/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Comtrans, Inc. to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Comtrans, Inc. and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Comtrans, Inc.



Signature

CEO

Title

10.14.03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Concepts For Change to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Concepts For Change and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Concepts For Change

Ronda Williams, MPH, MRC
Signature

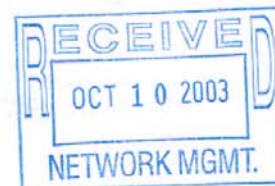
CEO, CONCEPTS FOR CHANGE
Title

8 October 2003
Date

ValueOptions, Inc

Michael R Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date



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Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Concepts For Change to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Concepts For Change and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Concepts For Change

Ronda Williams, MPH, MRC
Signature

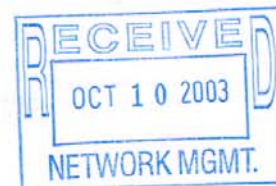
CEO, CONCEPTS FOR CHANGE
Title

8 October 2003
Date

ValueOptions, Inc

Michael R Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Concilio de Salud, Inc. to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Concilio de Salud, Inc. and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Concilio de Salud, Inc.

Signature

Title

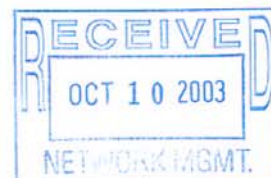
Date

ValueOptions, Inc

Michael R. Zent, Ph.D.

CEO, Maricopa County RBHA

Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Christian Family Care to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Christian Family Care and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Christian Family Care

Kay K Ekstrom
Signature

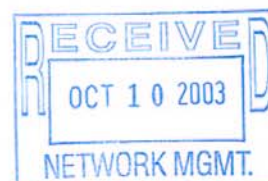
President
Title

Oct. 9, 2003
Date

ValueOptions, Inc.

Michael R Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
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ValueOptions
Maricopa County RBHA

Letter of Intent


This letter shall serve to express the intent of Daybreak Behavioral Resources, L.L.C. to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Daybreak Behavioral Resources, L.L.C. and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Daybreak Behavioral Resources, L.L.C.

ValueOptions, Inc


Signature


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Title

Date

CEO
11/4/03

Date

11/4/03

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Phoenix, AZ 85008
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** TOTAL PAGE.02 **



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Desert Springs Professionals to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Desert Springs Professionals and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Desert Springs Professionals



Signature

CEO GRA / VP DSP

Title

10/17/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

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Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





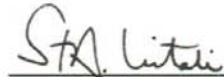
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Devereux Arizona to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Devereux Arizona and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Devereux Arizona



Signature

EXECUTIVE DIRECTOR

Title

10.19.03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.

CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Developmental Behavioral Consultants to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Developmental Behavioral Consultants and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Developmental Behavioral Consultants

ValueOptions, Inc



Signature




Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Title



Date



Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent


This letter shall serve to express the intent of Devereux Cleo Wallace to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Devereux Cleo Wallace and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Devereux Cleo Wallace



Signature



Title




Date

ValueOptions, Inc.



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918






**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Dorothy Kret & Associates to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Dorothy Kret & Associates and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Dorothy Kret & Associates



Signature

President

Title

10/13/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Ebony House to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Ebony House and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Ebony House


Signature

CEO, Ebony House, Inc.
Title

10/22/03
Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Empact-SPC to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Empact-SPC and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Empact-SPC


Signature

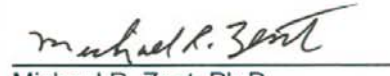
President/CEO

Title

10/20/03

Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Family Involvement Center to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Family Involvement Center and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Family Involvement Center

Ame Kallal
Signature

Executive Director
Title

10-10-03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

12/4/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Family Service Agency to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Family Service Agency and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Family Service Agency

ValueOptions, Inc

Barrel Bowman-Cogels
Signature

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

President / CEO
Title

8 October 2003
Date

10/06/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Family Support Resources to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Family Support Resources and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Family Support Resources

Sheri L. Douglas
Signature

Director
Title

10/20/03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of First Lab/RXI to continue it's contractual relationship with *ValueOptions, Inc.* to provide pharmaceutical services to Maricopa County consumers.

The parties agree to use their best efforts to continue the existing Provider Agreement currently effective, and, pursuant to the Evergreen clause, reasonably anticipated to continue to be effective, for Fiscal Year 2004-2005.

First Lab/RXI

Signature Bruce Falgout

Title Executive Director

Date 11/6/03

ValueOptions, Inc

Signature Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date 12/16/03

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918

** TOTAL PAGE.03 **



**ValueOptions
Maricopa County RBHA**

Letter of Intent


This letter shall serve to express the intent of Flagstaff Pharmacy to continue it's contractual relationship with *ValueOptions, Inc.* to provide pharmaceutical services to Maricopa County consumers.

The parties agree to use their best efforts to continue the existing Provider Agreement currently effective, and, pursuant to the Evergreen clause, reasonably anticipated to continue to be effective, for Fiscal Year 2004-2005.

Flagstaff Pharmacy



Signature




Title

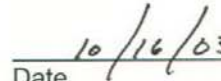


Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





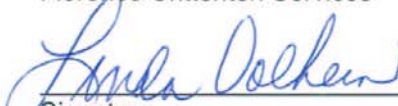
**ValueOptions
Maricopa County RBHA**


Letter of Intent

This letter shall serve to express the intent of Florence Crittenton Services to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Florence Crittenton Services and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Florence Crittenton Services




Signature


Title

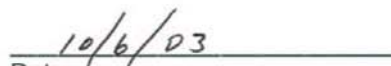


Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





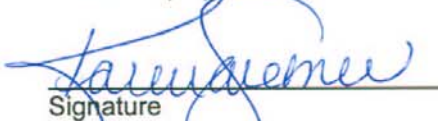
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Focus Employment to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Focus Employment and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Focus Employment



Signature



Title



Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Foundation for Senior Living to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Foundation for Senior Living and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Foundation for Senior Living



Signature

President & CEO

Title

10-17-03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Friendly House to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Friendly House and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Friendly House



Signature

Luis Ibarra/President & CEO
Title

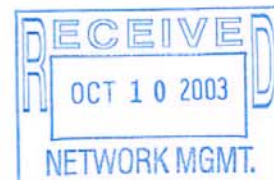
10/09/03
Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
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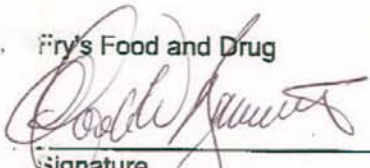
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Fry's Food and Drug to continue it's contractual relationship with ValueOptions, Inc. to provide pharmaceutical services to Maricopa County consumers.

The parties agree to use their best efforts to continue the existing Provider Agreement currently effective, and, pursuant to the Evergreen clause, reasonably anticipated to continue to be effective, for Fiscal Year 2004-2005.

Fry's Food and Drug



Signature

Manager, Prescription Benefit Programs
Title

Date

11/5/2003

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

10/16/03

444 North 44th Street, Suite 400
Phoenix, AZ 85008



**ValueOptions
Maricopa County RBHA**

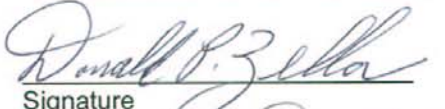
Letter of Intent

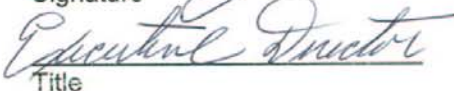
This letter shall serve to express the intent of Gompers Center for the Handicapped to negotiate terms and conditions of a contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

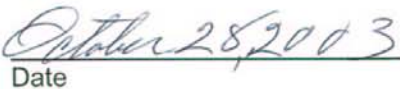
The parties agree to use their best efforts to execute a Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Gompers Center for the Handicapped and *ValueOptions, Inc.* agree that this Letter of Intent will remain in effect until the execution of the aforementioned Provider Agreement.

The parties acknowledge that this is a letter of intent only, and that Gompers Center for the Handicapped's obligations as a provider will be governed by the executed Provider Agreement. If, for any reason, the parties are unable to reach agreement on the terms of a Provider Agreement, this letter of intent will be null and void.


Gompers Center for the Handicapped



Signature


Title


Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA


Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





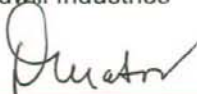
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Goodwill Industries to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Goodwill Industries and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Goodwill Industries



Signature

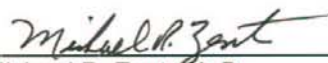
Pres / CEO

Title

10/15/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Healthcare for the Homeless to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Healthcare for the Homeless and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Healthcare for the Homeless

Jennifer LaBlanc
Signature
Social Services Manager
Title

10-20-03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





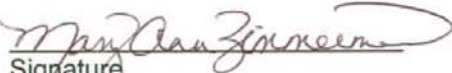
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Intensive Treatment Systems to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Intensive Treatment Systems and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Intensive Treatment Systems


Signature

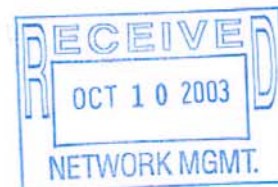
President
Title

10/8/03
Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
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**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Jewish Family & Children's Service to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Jewish Family & Children's Service and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Jewish Family & Children's Service

RE Reunland
Signature

Interim CEO
Title

11/6/03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

11/7/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918






**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Erika Kao, Ph.D. to continue a contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Erika Kao, Ph.D. and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Erika Kao, Ph.D.



Signature

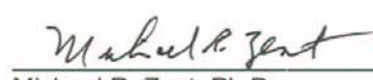
Psychologist

Title

10/13/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Marc Center to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Marc Center and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Marc Center

Randall L. Gray
Signature

President & CEO
Title

10-8-03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

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Phoenix, AZ 85008
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**MARICOPA
INTEGRATED
HEALTH SYSTEM**

Count on us to care.

Maricopa Medical Center
2001 E. Roosevelt St.
Phoenix, AZ 85008
(602) 344-5011

**Desert Vista Behavioral
Health Center**
570 W. Brown Rd.
Mesa, AZ 85201
(480) 344-2000

MIHS Health Plans
• HealthSelect
• Maricopa Health Plan
• Maricopa Long Term Care Plan
• Maricopa Senior Select Plan
2502 E. University Dr., #125
Phoenix, AZ 85034
(602) 344-8700

**Maricopa Home Health
Care / Attendant Care**
2011 E. Pierce St.
Phoenix, AZ 85008
(602) 344-2600

**Arizona Integrated
Pharmacy**
2011 E. Pierce St.
Phoenix, AZ 85008
(602) 344-2500

**Comprehensive
Healthcare Center**
2525 E. Roosevelt St.
Phoenix, AZ 85008
(602) 344-1015

Family Health Centers

Avondale
(623) 344-6800

Chandler
(480) 344-6100

El Mirage
(623) 344-6500

Glendale
(623) 344-6700

Guadalupe
(480) 344-6000

Maryvale
(602) 344-6900

McDowell
(602) 344-6550

Mesa
(480) 344-6200

Scottsdale
(480) 344-6050

Seventh Avenue
(602) 344-6600

South Central
(602) 344-6400

Sunnyslope
(602) 344-6300

ValueOptions
Maricopa County RBHA

Letter of Intent

This letter shall serve to express the intent of Maricopa Integrated Health System to continue its contractual relationship with ValueOptions, Inc. to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005.

Maricopa Integrated Health System



Lynn Allen
Contracts Administrator

10 / 17 / 2003
Date

ValueOptions, Inc.



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/21/03
Date

Affiliated with The University of Arizona College of Medicine and Mayo Graduate School of Medicine.



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Gerald Mayer, Ph.D. to continue a contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Gerald Mayer, Ph.D. and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Gerald Mayer, Ph.D.

Signature

Title

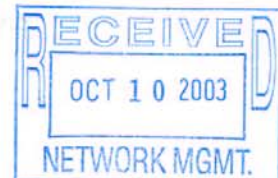
Date

ValueOptions, Inc

Michael R. Zent, Ph.D.

CEO, Maricopa County RBHA

Date



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Phoenix, AZ 85008
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**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Medical Professional Associates to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Medical Professional Associates and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Medical Professional Associates

Glen Lippman MD
Signature

Chair - Dept of Psychiatry
Title

10/11/03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of META Services to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. META Services and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

META Services

ValueOptions, inc


Signature

President/CTO
Title

10/28/03
Date


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
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**ValueOptions
Maricopa County RBHA**

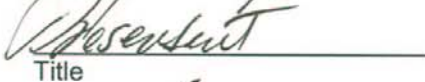
Letter of Intent

This letter shall serve to express the intent of Michael Bayless and Associates to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Michael Bayless and Associates and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Michael Bayless and Associates

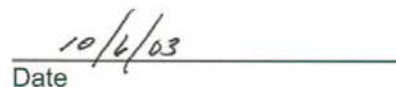

Signature


Title


Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA


Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





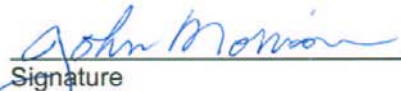
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Mingus Mountain Estates to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Mingus Mountain Estates and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


Mingus Mountain Estates


Signature

CEO
Title

10/10/03
Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Native American Connections to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Native American Connections and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Native American Connections



Signature

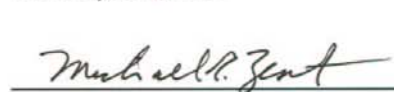
Executive Director

Title

10/15/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.

CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of NCADD to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. NCADD and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

NCADD

Sally G. Lara
Signature

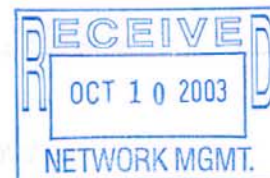
Executive Director
Title

10-08-03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date



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Phoenix, AZ 85008
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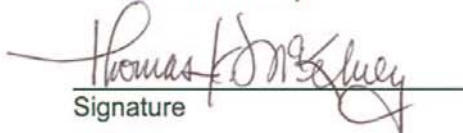
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of New Arizona Family to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. New Arizona Family and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

New Arizona Family



Signature

CEO

Title

10/10/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of New Horizons Counseling Service, Inc. to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. New Horizons Counseling Service, Inc. and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

New Horizons Counseling Service, Inc.

Nickie R. Carder
Signature

Vice President
Title

11-4-03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

11/7/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





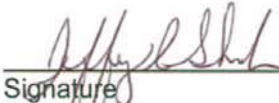
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of New Life Ministries to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. New Life Ministries and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

New Life Ministries



Signature
Executive Director

Title

10/14/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of North Phoenix Visions of Hope to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. North Phoenix Visions of Hope and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

North Phoenix Visions of Hope

Danna M. Ford
Signature

Executive Director
Title

10/8/03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of NOVA to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. NOVA and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

NOVA

Steve Carter
Signature

CEO

Title

Date

10/8/03

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

10/6/03

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Parc Place to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Parc Place and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Parc Place



Signature

CEO

Title

10-8-03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Parents Anonymous to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Parents Anonymous and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Parents Anonymous



Signature

PRESIDENT / CEO

Title

10 - 16 - 03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10 / 6 / 03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





ValueOptions
Maricopa County RBHA


Letter of Intent

This letter shall serve to express the intent of Joel Parker, MD to continue a contractual relationship with ValueOptions, Inc. to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Joel Parker, MD and ValueOptions, Inc. agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

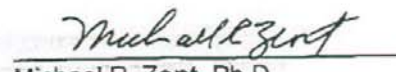
Joel Parker, MD

ValueOptions, Inc


Signature

Title

Date 11/3/03


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date 10/29/03

444 North 44th Street, Suite 400
Phoenix, AZ 85008

Nov-07-03 03:43pm From-Arizona Community Psychiatric 816-555-918 Fax (602) 914-5918 602-843-7054 T-360 P 001/001 F-961



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of People of Color Network to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. People of Color Network and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


People of Color Network


Signature

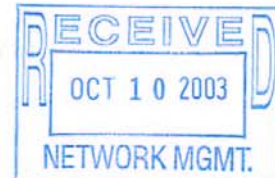

Title

10/8/03
Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Pharmerica to continue it's contractual relationship with *ValueOptions, Inc.* to provide pharmaceutical services to Maricopa County consumers.

The parties agree to use their best efforts to continue the existing Provider Agreement currently effective, and, pursuant to the Evergreen clause, reasonably anticipated to continue to be effective, for Fiscal Year 2004-2005.

Pharmerica



Signature

GM

Title

10/21/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/16/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





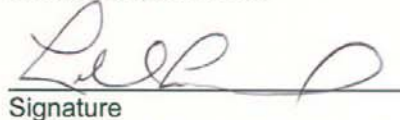
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Phoenix Indian Center to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Phoenix Indian Center and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

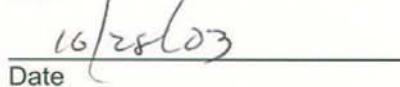
Phoenix Indian Center



Signature

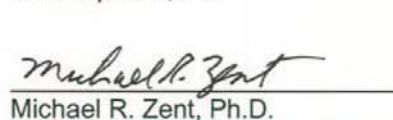


Title

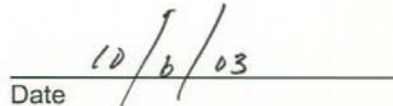


Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Phoenix Interfaith Counseling to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Phoenix Interfaith Counseling and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Phoenix Interfaith Counseling



Signature


Executive Director

Title

10/18/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Phoenix Shanti Group to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Phoenix Shanti Group and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

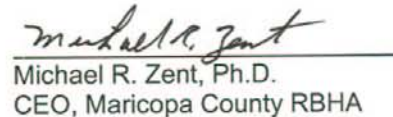
Phoenix Shanti Group

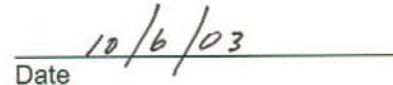

Signature


Title


Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA


Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918






**ValueOptions
Maricopa County RBHA**

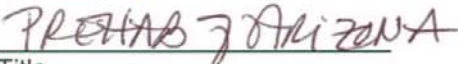
Letter of Intent

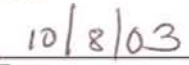
This letter shall serve to express the intent of Prehab of Arizona to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Prehab of Arizona and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Prehab of Arizona

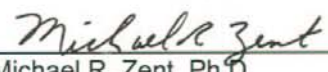


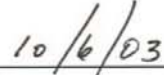
Signature


Title


Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA


Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Presbyterian Service Agency to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Presbyterian Service Agency and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Presbyterian Service Agency

Sara J. Mammoth
Signature

CEO / President
Title

10/9/03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





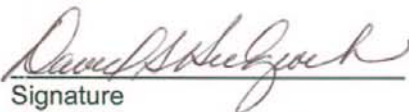
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Providence of Arizona to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Providence of Arizona and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Providence of Arizona


Signature

PHOENIX REGIONAL DIRECTOR
Title

10/14/03
Date

ValueOptions, Inc


Signature

Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Rio Salado Behavioral Health Systems to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Rio Salado Behavioral Health Systems and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Rio Salado Behavioral Health Systems

ValueOptions, Inc


Signature

Executive Director
Title

10-14-03
Date


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Safeway Pharmacy to continue it's contractual relationship with *ValueOptions, Inc.* to provide pharmaceutical services to Maricopa County consumers.

The parties agree to use their best efforts to continue the existing Provider Agreement currently effective, and, pursuant to the Evergreen clause, reasonably anticipated to continue to be effective, for Fiscal Year 2004-2005.

Safeway Pharmacy



Signature

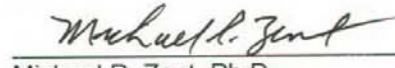
REGIONAL MANAGER CARD, redm

Title

10-28-03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/16/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





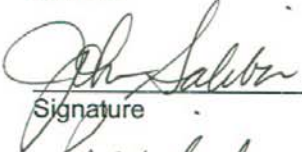
**ValueOptions
Maricopa County RBHA**

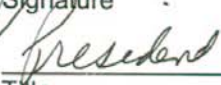
Letter of Intent

This letter shall serve to express the intent of Salibas to continue it's contractual relationship with *ValueOptions, Inc.* to provide pharmaceutical services to Maricopa County consumers.

The parties agree to use their best efforts to continue the existing Provider Agreement currently effective, and, pursuant to the Evergreen clause, reasonably anticipated to continue to be effective, for Fiscal Year 2004-2005.

Salibas




Signature


Title

10-29-03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

12/27/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Scottsdale Prevention Institute to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Scottsdale Prevention Institute and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Scottsdale Prevention Institute

Michael D. Shoclain
Signature

Executive Director
Title

10/9/03
Date

ValueOptions, Inc.

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of SELFF to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. SELFF and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

SELFF

Trish Ann Bloth
Signature

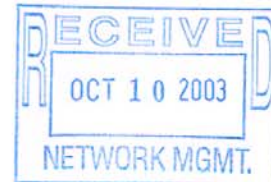
Executive Director
Title

10/8/03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date



444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of SMMHC to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. SMMHC and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

SMMHC

Robert A Rundo
Signature

CEO
Title

10/9/03
Date

ValueOptions, Inc

Michael R Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





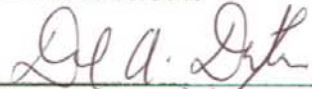
ValueOptions
Maricopa County RBHA

Letter of Intent

This letter shall serve to express the intent of Sonora Quest Labs to continue it's contractual relationship with ValueOptions, Inc. to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Sonora Quest Labs and ValueOptions, Inc. agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Sonora Quest Labs


Signature David A. Dexter


CEO

Title

Date

11/5/03

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

10/6/03

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918

** TOTAL PAGE.03 **



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of SOON to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. SOON and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

SOON



Signature

Executive Director

Title

10/20/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

11/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Southwest Behavioral Health to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Southwest Behavioral Health and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Southwest Behavioral Health



Signature


President/CEO

Title

10/19/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





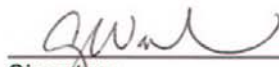
**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Southwest Human Development to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Southwest Human Development and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

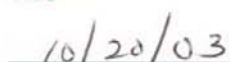
Southwest Human Development



Signature




Title




Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918






**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Southwest Network to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Southwest Network and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Southwest Network



Signature


Executive Director

Title

October 16, 2003

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Springbrook Homes to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Springbrook Homes and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Springbrook Homes


Signature

CEO

Title

10-9-03

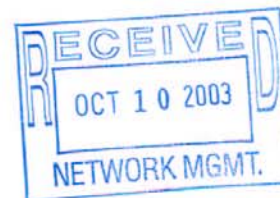
Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

10/6/03



444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



NOV 05 2003 10:01 FR VALUE OPTIONS

602 914 5968 TO 92518180

P.03/04



ValueOptions
Maricopa County RBHA

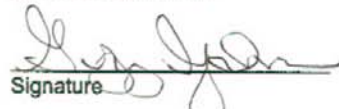

Letter of Intent

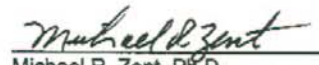
This letter shall serve to express the intent of St. Lukes Behavioral to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. St. Lukes Behavioral and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

St. Lukes Behavioral

ValueOptions, Inc


Signature

Title


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

11/5/03
Date

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Survivors United to continue its contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Survivors United and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Survivors United

Signature

Title

Date

ValueOptions, Inc

Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Terros, Inc. to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Terros, Inc. and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Terros, Inc.

Dale Rivard

Signature

President/CEO

Title

10/8/03

Date

ValueOptions, Inc

Michael R. Zent

Michael R. Zent, Ph.D.

CEO, Maricopa County RBHA

Date

10/6/03



444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918

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Tetra Corp

480 941 9203

p.3



ValueOptions
Maricopa County RBHA

Letter of Intent

This letter shall serve to express the intent of Tetra Corporation to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Tetra Corporation and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Tetra Corporation



Signature



Title

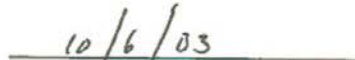


Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of The New Foundation to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. The New Foundation and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


The New Foundation


Signature

President/CEO
Title

10-13-03
Date

ValueOptions, Inc


Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

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**ValueOptions
Maricopa County RBHA**

Executive Office

Letter of Intent

This letter shall serve to express the intent of Toby House to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Toby House and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Toby House

Signature

Title

Date

ValueOptions, Inc

Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Total Transit to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Total Transit and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Total Transit

Signature

Title

Date

President

10-13-03

ValueOptions, Inc

Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

10/6/03

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

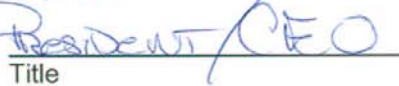
Letter of Intent

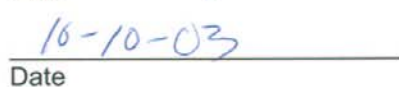
This letter shall serve to express the intent of Touchstone Behavioral Health to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Touchstone Behavioral Health and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Touchstone Behavioral Health



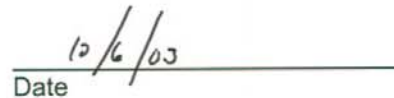
Signature

Title

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Triple R Behavioral Health to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Triple R Behavioral Health and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Triple R Behavioral Health

Wayne Hochstetler
Signature

President / CEO
Title

10/17/03
Date

ValueOptions, Inc

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of United Drugs - American Associated Druggists, Inc. to continue it's contractual relationship with *ValueOptions, Inc.* to provide pharmaceutical services to Maricopa County consumers.

The parties agree to use their best efforts to continue the existing Provider Agreement currently effective, and, pursuant to the Evergreen clause, reasonably anticipated to continue to be effective, for Fiscal Year 2004-2005.

United Drugs
American Associated Druggists, Inc.

Signature

V.P. Managed Care Sales

Title

11/1/03

Date

ValueOptions, Inc

Michael R. Zent

Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

10/16/03

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Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





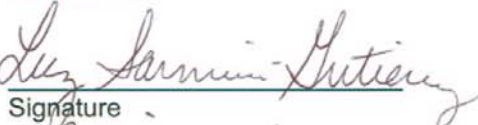
**ValueOptions
Maricopa County RBHA**

Letter of Intent

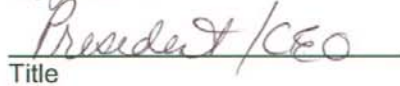
This letter shall serve to express the intent of Valle de Sol to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Valle de Sol and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

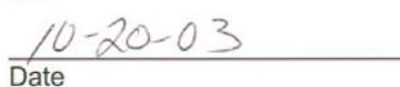
Valle de Sol



Signature

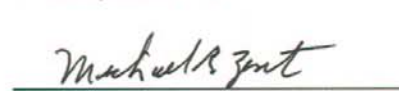


Title

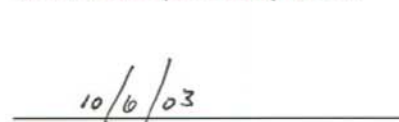


Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA



Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918





**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Valley of the Sun School & Habilitation Center to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Valley of the Sun School & Habilitation Center and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Valley of the Sun School & Habilitation
Center

Signature

President

Title

10/14/03

Date

ValueOptions, Inc

Michael R. Zent

Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Date

10/6/03

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



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WEDCO EMPLOYMENTCENTER

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P.03/03



**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of WEDCO to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. WEDCO and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

WEDCO

ValueOptions, Inc

Ellen Roberto
Signature

Michael R. Zent
Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

Program Manager
Title

11/6/03
Date

10/6/03
Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918

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**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Youth Development Institute to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Youth Development Institute and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Youth Development Institute



Signature

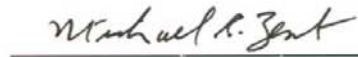
Executive Director

Title

10/13/03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918






**ValueOptions
Maricopa County RBHA**

Letter of Intent

This letter shall serve to express the intent of Youth Etc. to continue it's contractual relationship with *ValueOptions, Inc.* to provide behavioral health services to Maricopa County consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2004 for Fiscal Year 2004-2005. Youth Etc. and *ValueOptions, Inc.* agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Youth Etc.



Signature
Executive Director

Title

10-15-03

Date

ValueOptions, Inc



Michael R. Zent, Ph.D.
CEO, Maricopa County RBHA

10/6/03

Date

444 North 44th Street, Suite 400
Phoenix, AZ 85008
Tel (602) 914-5800 • Fax (602) 914-5918



f. Provider Listing
Attachment D: Provider Listing
Offeror's Name: ValueOptions, Inc.

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|---|---------------------------------------|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 02 | 85006 | Iasis Healthcare Corp., Dba St Luke's Behavioral Health | 1800 E. Van Buren | Phoenix | X | | | |
| 02 | 85008 | Maricopa Integrated Health: Maricopa Medical Center Psychiatric Annex | 2601 E. Roosevelt | Phoenix | | X | X | |
| 02 | 85201 | Maricopa Integrated Health: Desert Vista Behavioral Health Center | 570 W. Brown Road | Mesa | | X | X | |
| 03 | 85003 | MMOB United Drugs | 515 W. Buckeye Road | Phoenix | X | X | X | X |
| 03 | 85004 | Genrich Pharmacy | 333 E. Virginia Avenue #120 | Phoenix | X | X | X | X |
| 03 | 85006 | Apothecary Shop Phoenix | 1300 N. 12 th Street, #555 | Phoenix | X | X | X | X |
| 03 | 85006 | Grunow United Drugs | 926 E. McDowell Road #109 | Phoenix | X | X | X | X |
| 03 | 85006 | MD Home Health | 2614 N. 16 th St. | Phoenix | X | X | X | X |
| 03 | 85006 | Plaza Pharmacy | 2720 N. 20 th Street, #105 | Phoenix | X | X | X | X |
| 03 | 85006 | Professional Pharmacy | 1300 N. 12 th Street, #300 | Phoenix | X | X | X | X |
| 03 | 85008 | Fairmont Pharmacy | 1617 N. 32 nd Street, #5 | Phoenix | X | X | X | X |
| 03 | 85009 | Fry's Pharmacy | 4230 W. McDowell Road | Phoenix | X | X | X | X |
| 03 | 85012 | Uptown United Drugs | 5007 N. Central Avenue | Phoenix | X | X | X | X |
| 03 | 85013 | Fry's Pharmacy | 744 W. Camelback Road | Phoenix | X | X | X | X |
| 03 | 85013 | J & L 5 th Avenue Pharmacy | 3411 N. 5 th Avenue | Phoenix | X | X | X | X |
| 03 | 85013 | Park Central North Pharmacy | 500 W. Thomas #190 | Phoenix | X | X | X | X |
| 03 | 85015 | Fry's Pharmacy | 1625 W. Camelback | Phoenix | X | X | X | X |
| 03 | 85015 | Fry's Pharmacy | 1815 W. Glendale Avenue | Phoenix | X | X | X | X |
| 03 | 85015 | Nails Camelback | 5040 N. 15 th Avenue | Phoenix | X | X | X | X |
| 03 | 85016 | Albertson's/Osco | 1625 E Camelback Road | Phoenix | X | X | X | X |
| 03 | 85016 | Fry's Pharmacy | 3036 E. Thomas Road | Phoenix | X | X | X | X |
| 03 | 85016 | Fry's Pharmacy | 4724 N. 20th Street | Phoenix | X | X | X | X |
| 03 | 85018 | Camelback Village Pharmacy | 4416 E. Camelback Road | Phoenix | X | X | X | X |
| 03 | 85018 | Cornerstone Pharmacy | 3923 E. Indian School Road | Phoenix | X | X | X | X |
| 03 | 85018 | Fry's Pharmacy | 4505 E. Thomas Road | Phoenix | X | X | X | X |
| 03 | 85018 | Mack Pharmacy | 3628 E. Thomas Road | Phoenix | X | X | X | X |
| 03 | 85018 | R & R United Drugs | 4301 N. 32 nd St. | Phoenix | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|-------------------------|--|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 03 | 85020 | American Pharmaceutical | 9220 Central Avenue | Phoenix | X | X | X | X |
| 03 | 85020 | BASHAS Pharmacy | 115 E. Dunlap Avenue | Phoenix | X | X | X | X |
| 03 | 85020 | Food City Pharmacy | 115 E. Dunlap Avenue | Phoenix | X | X | X | X |
| 03 | 85020 | Fry's Pharmacy | 850 E. Hatcher Road | Phoenix | X | X | X | X |
| 03 | 85020 | Lahrs United Drugs | 9220 N. Central Avenue | Phoenix | X | X | X | X |
| 03 | 85021 | Albertson's/Osco | 8035 N 19th Avenue | Phoenix | X | X | X | X |
| 03 | 85021 | Fry's Pharmacy | 8901 N. 19th Avenue | Phoenix | X | X | X | X |
| 03 | 85021 | GOOTS I Pharmacy | 1728 W. Glendale Avenue, #207 | Phoenix | X | X | X | X |
| 03 | 85021 | GOOTS Nursing Home | 1728 W Glendale Avenue | Phoenix | X | X | X | X |
| 03 | 85021 | K & L Pharmacy | 1668 W. Glendale Road | Phoenix | X | X | X | X |
| 03 | 85022 | Fry's Pharmacy | 731 E. Bell Road | Phoenix | X | X | X | X |
| 03 | 85023 | Albertson's/Osco | 2814 W Bell Road, Suite 1430 | Phoenix | X | X | X | X |
| 03 | 85023 | Fry's Pharmacy | 18420 N. 19th Avenue | Phoenix | X | X | X | X |
| 03 | 85023 | Fry's Pharmacy | 3421 W. Thunderbird | Phoenix | X | X | X | X |
| 03 | 85023 | Fry's Pharmacy | 17232 N. 19th Avenue | Phoenix | X | X | X | X |
| 03 | 85023 | Fry's Pharmacy | 2727 W. Bell Road | Phoenix | X | X | X | X |
| 03 | 85023 | MG Pharmacy | 4025 W. Bell Road, #1A | Phoenix | X | X | X | X |
| 03 | 85024 | BASHAS Pharmacy | 731 E. Union Hills | Phoenix | X | X | X | X |
| 03 | 85028 | AE Pharmacy | 4648 E. Shea Boulevard | Phoenix | X | X | X | X |
| 03 | 85028 | Albertson's/Osco | 10665 N Tatum Boulevard | Phoenix | X | X | X | X |
| 03 | 85028 | Fry's Pharmacy | 4707 E. Shea Boulevard | Phoenix | X | X | X | X |
| 03 | 85029 | Fry's Pharmacy | 4202 W. Cactus Road | Phoenix | X | X | X | X |
| 03 | 85029 | Fry's Pharmacy | 3511 W. Peoria Avenue | Phoenix | X | X | X | X |
| 03 | 85029 | S & G United Drugs | 3201 W. Peoria, #B401 | Phoenix | X | X | X | X |
| 03 | 85031 | Fry's Pharmacy | 5127 W. Indian School Road | Phoenix | X | X | X | X |
| 03 | 85031 | MD Pharmacy | 4550 N. 51 st Avenue | Phoenix | X | X | X | X |
| 03 | 85032 | Albertson's/Osco | 4747 E Greenway Road | Phoenix | X | X | X | X |
| 03 | 85032 | Albertson's/Osco | 18411 N. Cave Creek Road | Phoenix | X | X | X | X |
| 03 | 85032 | BASHAS Pharmacy | 3901 E. Thunderbird Road | Phoenix | X | X | X | X |
| 03 | 85032 | Blaines Pharmacy | 3811 E. Bell Road, #105 | Phoenix | X | X | X | X |
| 03 | 85032 | Cactus North Pharmacy | 16601 N. 40 th Street, #124 | Phoenix | X | X | X | X |
| 03 | 85032 | Cactus Pharmacy | 4045 E. Bell Road | Phoenix | X | X | X | X |
| 03 | 85032 | Fry's Pharmacy | 4025 E. Thunderbird | Phoenix | X | X | X | X |
| 03 | 85032 | Fry's Pharmacy | 3246 E. Bell Road | Phoenix | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|---------------------------|--|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 03 | 85032 | Paradise United Drugs | 4232 E. Cactus Road | Phoenix | X | X | X | X |
| 03 | 85033 | Albertson's/Osco | 7333 W Thomas, Suite 16 | Phoenix | X | X | X | X |
| 03 | 85033 | Fry's Pharmacy | 7445 W. Indian School Road | Phoenix | X | X | X | X |
| 03 | 85033 | Fry's Pharmacy | 6601 W. Indian School Road | Phoenix | X | X | X | X |
| 03 | 85033 | Fry's Pharmacy | 8325 W. Indian School Road | Phoenix | X | X | X | X |
| 03 | 85040 | Fry's Pharmacy | 520 E. Baseline Road | Phoenix | X | X | X | X |
| 03 | 85040 | KMART Pharmacy | 335 E. Baseline Road | Phoenix | X | X | X | X |
| 03 | 85040 | Sun Drugs | 5050 S. Central Avenue | Phoenix | X | X | X | X |
| 03 | 85044 | Albertson's/Osco | 4820 E Ray Road | Phoenix | X | X | X | X |
| 03 | 85044 | Fry's Pharmacy | 3616 E. Ray Road | Phoenix | X | X | X | X |
| 03 | 85044 | Fry's Pharmacy | 3949 E. Chandler Boulevard | Phoenix | X | X | X | X |
| 03 | 85051 | Sunshine Pharmacy | 7725 N. 43 rd Avenue #311 | Phoenix | X | X | X | X |
| 03 | 85085 | Fry's Pharmacy | 4815 E. Carefree Highway | Phoenix | X | X | X | X |
| 03 | 85201 | Albertson's/Osco | 1919 W Main Street | Mesa | X | X | X | X |
| 03 | 85201 | Fry's Pharmacy | 825 W. University | Mesa | X | X | X | X |
| 03 | 85201 | Fry's Pharmacy | 1245 W. Main Street | Mesa | X | X | X | X |
| 03 | 85201 | Southern Desert Center | 1833 W. Main Street | Mesa | X | X | X | X |
| 03 | 85202 | Albertson's/Osco | 1951 Baseline Road | Mesa | X | X | X | X |
| 03 | 85202 | MEDEX Home Care | 1815 W. 1 st Avenue, Suite #147 | Mesa | X | X | X | X |
| 03 | 85203 | Albertson's/Osco | 445 N. Stapley Drive | Mesa | X | X | X | X |
| 03 | 85203 | BASHAS Pharmacy | 1954 E. McKellips | Mesa | X | X | X | X |
| 03 | 85203 | Fry's Pharmacy | 1900 E. University | Mesa | X | X | X | X |
| 03 | 85203 | Fry's Pharmacy | 1935 N. Stapley Drive | Mesa | X | X | X | X |
| 03 | 85204 | Fry's Pharmacy | 1244 S. Gilbert Road | Mesa | X | X | X | X |
| 03 | 85204 | Fry's Pharmacy | 2727 E. Broadway Road | Mesa | X | X | X | X |
| 03 | 85204 | Milts Pharmacy | 1650 E. Broadway Road | Mesa | X | X | X | X |
| 03 | 85205 | Albertson's/Osco | 441 N Val Vista | Mesa | X | X | X | X |
| 03 | 85205 | Community Clinical United | 1450 S. Dobson, Suite #A102 | Mesa | X | X | X | X |
| 03 | 85205 | Fry's Pharmacy | 4422 E. University | Mesa | X | X | X | X |
| 03 | 85205 | Fry's Pharmacy | 4440 E. Main | Mesa | X | X | X | X |
| 03 | 85206 | BASHAS Pharmacy | 6720 E. Broadway | Mesa | X | X | X | X |
| 03 | 85206 | Fry's Pharmacy | 1915 S. Power Road | Mesa | X | X | X | X |
| 03 | 85206 | Valley Professional | 6553 E. Baywood , Suite #105 | Mesa | X | X | X | X |
| 03 | 85208 | Albertson's/Osco | 325 S Power Road | Mesa | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|--------------------|--------------------------------|-----------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 03 | 85208 | Fry's Pharmacy | 435 E. Ellsworth | Mesa | X | X | X | X |
| 03 | 85210 | Fry's Pharmacy | 554 W. Baseline Road | Mesa | X | X | X | X |
| 03 | 85213 | SAFEWAY Pharmacy | 2740 E. University Drive | Mesa | X | X | X | X |
| 03 | 85215 | Albertson's/Osco | 2727 N. Power Road | Mesa | X | X | X | X |
| 03 | 85215 | Fry's Pharmacy | 5941 E. McKellips | Mesa | X | X | X | X |
| 03 | 85219 | BASHAS Pharmacy | 5310 S. Superstition Mtn Drive | Gold Canyon | X | X | X | X |
| 03 | 85220 | Albertson's/Osco | 9243 E. Baseline Road | Mesa | X | X | X | X |
| 03 | 85220 | BASHAS Pharmacy | 10715 E. Apache Trail | Apache Junction | X | X | X | X |
| 03 | 85220 | Fry's Pharmacy | 185 W. Apache Trail | Apache Junction | X | X | X | X |
| 03 | 85222 | Albertson's/Osco | 1116 E. Florence Boulevard | Casa Grande | X | X | X | X |
| 03 | 85222 | Fry's Pharmacy | 1385 E. Florence Boulevard | Casa Grande | X | X | X | X |
| 03 | 85222 | Albertson's/Osco | 1718 E. Florence Boulevard | Casa Grande | X | X | X | X |
| 03 | 85224 | Albertson's/Osco | 1200 N Alma School Road | Chandler | X | X | X | X |
| 03 | 85224 | Arrow Pharmacy | 11 W. Boston | Chandler | X | X | X | X |
| 03 | 85224 | Arrowhead Pharmacy | 312 N. Alma School Road, #12 | Chandler | X | X | X | X |
| 03 | 85224 | BASHAS Pharmacy | 1920 W. Chandler Boulevard | Chandler | X | X | X | X |
| 03 | 85224 | Fry's Pharmacy | 981 W. Elliott | Chandler | X | X | X | X |
| 03 | 85224 | Fry's Pharmacy | 1950 W. Ray Road | Chandler | X | X | X | X |
| 03 | 85224 | Fry's Pharmacy | 2075 N. Alma School Road | Chandler | X | X | X | X |
| 03 | 85225 | BASHAS Pharmacy | 1919 E. Ray Road | Chandler | X | X | X | X |
| 03 | 85226 | BASHAS Pharmacy | 6085 W. Chandler Boulevard | Chandler | X | X | X | X |
| 03 | 85226 | Fry's Pharmacy | 4949 E. Ray Road | Chandler | X | X | X | X |
| 03 | 85232 | Florence Drug | 231 N. Main Street | Florence | X | X | X | X |
| 03 | 85233 | Albertson's/Osco | 717 W. Ray Road | Gilbert | X | X | X | X |
| 03 | 85233 | Fry's Pharmacy | 855 W. Warner Road | Gilbert | X | X | X | X |
| 03 | 85234 | Albertson's/Osco | 750 N Gilbert Road | Gilbert | X | X | X | X |
| 03 | 85234 | Albertson's/Osco | 2070 S. Power Road | Gilbert | X | X | X | X |
| 03 | 85234 | BASHAS Pharmacy | 4321 E. Baseline Road | Gilbert | X | X | X | X |
| 03 | 85234 | Fry's Pharmacy | 3751 E. Baseline Road | Gilbert | X | X | X | X |
| 03 | 85234 | Fry's Pharmacy | 857 N. Val Vista Drive | Gilbert | X | X | X | X |
| 03 | 85234 | Fry's Pharmacy | 1845 E. Baseline Road | Gilbert | X | X | X | X |
| 03 | 85248 | Albertson's/Osco | 3145 S. Alma School Road | Chandler | X | X | X | X |
| 03 | 85248 | BASHAS Pharmacy | 10325 E. Riggs Road | Sun Lakes | X | X | X | X |
| 03 | 85248 | BASHAS Pharmacy | 2840 S. Alma School Road | Chandler | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|----------------------------|--|--------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 03 | 85248 | Sun Lakes Pharmacy | 25237 S. Sun Lakes Boulevard #6 | Sun Lakes | X | X | X | X |
| 03 | 85250 | Albertson's/Osco | 6965 N Hayden Road | Scottsdale | X | X | X | X |
| 03 | 85251 | Civic Center Pharmacy | 7331 E. Osborn Drive | Scottsdale | X | X | X | X |
| 03 | 85251 | Diamondback Drugs | 2930 N. Hayden Road | Scottsdale | X | X | X | X |
| 03 | 85251 | Fry's Pharmacy | 7628-A E. Indian School Road | Scottsdale | X | X | X | X |
| 03 | 85251 | Fry's Pharmacy | 6080 E. Thomas Road | Scottsdale | X | X | X | X |
| 03 | 85251 | RX Innovation AZ | 6380 E. Thomas Road, #132 | Scottsdale | X | X | X | X |
| 03 | 85251 | Scottsdale Professional | 7350 Stetson Drive | Scottsdale | X | X | X | X |
| 03 | 85254 | Fry's Pharmacy | 4842 E. Bell Road | Scottsdale | X | X | X | X |
| 03 | 85254 | Fry's Pharmacy | 6321 E. Greenway | Phoenix | X | X | X | X |
| 03 | 85254 | Sacks Professional | 4921 E. Bell Road, #106 | Scottsdale | X | X | X | X |
| 03 | 85255 | Apothecary at Grayhawk | 20201 N. Scottsdale Health Care Drive | Scottsdale | X | X | X | X |
| 03 | 85255 | BASHAS Pharmacy | 20745 N. Scottsdale Road | Scottsdale | X | X | X | X |
| 03 | 85255 | BASHAS Pharmacy | 85 S. Hwy 92 | Sierra Vista | X | X | X | X |
| 03 | 85255 | Pharmacy at Pleasantries | 23623 N. Scottsdale Road | Scottsdale | X | X | X | X |
| 03 | 85257 | Albertson's/Osco | 2785 N Scottsdale Road | Scottsdale | X | X | X | X |
| 03 | 85257 | Fry's Pharmacy | 7770 E. McDowell Road | Scottsdale | X | X | X | X |
| 03 | 85258 | Apothecary Shop Scottsdale | 10250 N. 92 nd Street, #105 | Scottsdale | X | X | X | X |
| 03 | 85258 | Fry's Pharmacy | 10450 N. 90th Street | Scottsdale | X | X | X | X |
| 03 | 85258 | Fry's Pharmacy | 8900 E. Via Linda | Scottsdale | X | X | X | X |
| 03 | 85258 | Ranch Pharmacy | 9619 N. Hayden Road, #A114 | Scottsdale | X | X | X | X |
| 03 | 85259 | Albertson's/Osco | 11475 E. Via Linda | Scottsdale | X | X | X | X |
| 03 | 85259 | Sun United Drugs | 10810 E. Via Linda | Scottsdale | X | X | X | X |
| 03 | 85260 | Albertson's/Osco | 15660 N Frank Lloyd Wright Boulevard | Scottsdale | X | X | X | X |
| 03 | 85260 | Fry's Pharmacy | 15488 N. Pima Road | Scottsdale | X | X | X | X |
| 03 | 85262 | Albertson's/Osco | 34442 N. Scottsdale Road | Scottsdale | X | X | X | X |
| 03 | 85262 | Clarks Pharmacy | 34155 N. Scottsdale Road | Scottsdale | X | X | X | X |
| 03 | 85282 | BASHAS Pharmacy | 3115 S. McClintock Drive | Tempe | X | X | X | X |
| 03 | 85282 | Fry's Pharmacy | 3115 S. McClintock Drive | Tempe | X | X | X | X |
| 03 | 85282 | Fry's Pharmacy | 3232 S. Mill Avenue | Tempe | X | X | X | X |
| 03 | 85282 | Fry's Pharmacy | 3255 S. Rural Road | Tempe | X | X | X | X |
| 03 | 85282 | Fry's Pharmacy | 5100 S. McClintock Drive | Tempe | X | X | X | X |
| 03 | 85282 | Kerbers Low Cost Pharmacy | 1425 W. Southern, #2 | Tempe | X | X | X | X |
| 03 | 85283 | Albertson's/Osco | 750 E Guadalupe | Tempe | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|-----------------------|-----------------------------|-----------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 03 | 85283 | Fry's Pharmacy | 1835 E. Guadalupe | Tempe | X | X | X | X |
| 03 | 85283 | Fry's Pharmacy | 2700 W. Baseline Road | Tempe | X | X | X | X |
| 03 | 85283 | Sunscript Pharmacy | 1514 W. Todd, #103 | Tempe | X | X | X | X |
| 03 | 85284 | BASHAS Pharmacy | 1761 E. Warner Road | Tempe | X | X | X | X |
| 03 | 85284 | Fry's Pharmacy | 9900 S. Rural Road | Tempe | X | X | X | X |
| 03 | 85296 | Fry's Pharmacy | 714 S. Val Vista Drive | Gilbert | X | X | X | X |
| 03 | 85301 | Fry's Pharmacy | 4353 W. Bethany Home Road | Glendale | X | X | X | X |
| 03 | 85301 | Fry's Pharmacy | 4329 W. Northern Avenue | Glendale | X | X | X | X |
| 03 | 85302 | Fry's Pharmacy | 5116 W. Olive | Glendale | X | X | X | X |
| 03 | 85304 | Albertson's/Osco | 5040 W Cactus Road | Glendale | X | X | X | X |
| 03 | 85306 | Fry's Pharmacy | 5771 W. Thunderbird | Glendale | X | X | X | X |
| 03 | 85306 | GOOTS II Pharmacy | 5310 W. Thunderbird, #103 | Glendale | X | X | X | X |
| 03 | 85308 | Albertson's/Osco | 20255 N 59th Avenue | Glendale | X | X | X | X |
| 03 | 85308 | Arrow Head Vista | 7200 W. Bell Road, Suite C1 | Glendale | X | X | X | X |
| 03 | 85308 | BASHAS Pharmacy | 6760 W. Deer Valley Road | Glendale | X | X | X | X |
| 03 | 85308 | Fry's Pharmacy | 4315 W. Bell Road | Glendale | X | X | X | X |
| 03 | 85308 | Fry's Pharmacy | 20220 N. 59th Avenue | Glendale | X | X | X | X |
| 03 | 85308 | Fry's Pharmacy | 6611 W. Bell Road | Glendale | X | X | X | X |
| 03 | 85308 | Albertson's/Osco | 506 N. Miller Valley Road | Prescott | X | X | X | X |
| 03 | 85323 | Fry's Pharmacy | 10675 W. Indian School Road | Avondale | X | X | X | X |
| 03 | 85323 | Fry's Pharmacy | 1575 Dysart Road | Avondale | X | X | X | X |
| 03 | 85326 | Buckeye Drugs | 310 Monroe | Buckeye | X | X | X | X |
| 03 | 85335 | Salibas United Drugs | 11713 W. Thunderbird | El Mirage | X | X | X | X |
| 03 | 85338 | Albertson's/Osco | 409 N. Litchfield Road | Goodyear | X | X | X | X |
| 03 | 85338 | Fry's Pharmacy | 390 N. Litchfield Road | Goodyear | X | X | X | X |
| 03 | 85338 | Wells United Drug | 1239 N. Litchfield Road | Goodyear | X | X | X | X |
| 03 | 85344 | Albertson's/Osco | 131 W. Riverside Drive | Parker | X | X | X | X |
| 03 | 85344 | The Apothecary | 1002 Arizona Avenue | Parker | X | X | X | X |
| 03 | 85345 | Albertson's/Osco | 8190 W Peoria Avenue | Peoria | X | X | X | X |
| 03 | 85345 | Fry's Pharmacy | 7455 W. Cactus Road | Peoria | X | X | X | X |
| 03 | 85345 | Fry's Pharmacy | 9043 W. Olive | Peoria | X | X | X | X |
| 03 | 85345 | SAFEWAY Pharmacy | 6817 W. Peoria | Peoria | X | X | X | X |
| 03 | 85347 | Fry's Pharmacy | 15510 W. Bell Road | Surprise | X | X | X | X |
| 03 | 85351 | Boswell West Pharmacy | 10503 W. Thunderbird, #101B | Sun City | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|---------------------------|--|---------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 03 | 85351 | Fry's Pharmacy | 10660 NW. Grand Avenue | Sun City | X | X | X | X |
| 03 | 85351 | Lakeview Pharmacy | 13050 N. 103 rd Avenue | Sun City | X | X | X | X |
| 03 | 85351 | Value Center United | 10050 W. Bell Road, Suite #35 | Sun City | X | X | X | X |
| 03 | 85358 | BASHAS Pharmacy | 275 N. Tegner | Wickenburg | X | X | X | X |
| 03 | 85363 | Village United Drugs | 10800 N. 115 th Avenue, 420 | Youngtown | X | X | X | X |
| 03 | 85364 | Fry's Pharmacy | 500 W. 24 th Street | Yuma | X | X | X | X |
| 03 | 85364 | Sant Pharmacy | 419 W. 8 th Street | Yuma | X | X | X | X |
| 03 | 85364 | Albertson's/Sav-On-Drug | 1555 S. Avenue B | Yuma | X | X | X | X |
| 03 | 85364 | Albertson's/Sav-On-Drug | 2800 S. 4 th Avenue | Yuma | X | X | X | X |
| 03 | 85367 | Foothills Pharmacy | 11720 S. Foothills Boulevard | Yuma | X | X | X | X |
| 03 | 85374 | Albertson's/Osco | 14551 West Grand Avenue | Surprise | X | X | X | X |
| 03 | 85375 | Lakeview West | 14506 W. Granite Valley #100 | Sun City West | X | X | X | X |
| 03 | 85375 | West Value Pharmacy | 13925 W. Meeker Boulevard | Sun City West | X | X | X | X |
| 03 | 85381 | Albertson's/Osco | 7575 W. Cactus Road | Phoenix | X | X | X | X |
| 03 | 85381 | Lakeview East | 13640 Plaza Del Rio Boulevard | Peoria | X | X | X | X |
| 03 | 85382 | Albertson's/Osco | 8950 W Bell Road | Peoria | X | X | X | X |
| 03 | 85382 | Albertson's/Osco | 8248 W. Deer Valley Road | Peoria | X | X | X | X |
| 03 | 85382 | Fry's Pharmacy | 7759 W. Bell Road | Peoria | X | X | X | X |
| 03 | 85382 | Fry's Pharmacy | 9245 W. Union Hills Boulevard | Peoria | X | X | X | X |
| 03 | 85390 | Albertson's/Osco | 2033 W. Wickenburg Way | Wickenburg | X | X | X | X |
| 03 | 85539 | Fry's Pharmacy | 2115 US Highway 60, Suite 200 | Miami | X | X | X | X |
| 03 | 85541 | Apothecary Shop of Payson | 201 Main St., Suite L | Payson | X | X | X | X |
| 03 | 85546 | Thriftree | 755 Central Avenue | Safford | X | X | X | X |
| 03 | 85614 | Albertson's/Osco | 240 W. Continental Road | Green Valley | X | X | X | X |
| 03 | 85635 | Fry's Pharmacy | 4351 E. Highway 90 | Sierra Vista | X | X | X | X |
| 03 | 85635 | Albertson's/Osco | 2090 E. Fry Boulevard | Sierra Vista | X | X | X | X |
| 03 | 85704 | Albertson's/Osco | 5085 N. Lacanada Drive | Tucson | X | X | X | X |
| 03 | 85704 | Fry's Pharmacy | 7951 N. Oracle Road | Tucson | X | X | X | X |
| 03 | 85704 | Albertson's/Osco | 6484 N. Oracle Road | Tucson | X | X | X | X |
| 03 | 85705 | BASHAS Pharmacy | 3923 N. Flowing Wells | Tucson | X | X | X | X |
| 03 | 85705 | Fry's Pharmacy | 555 E. Grant Road | Tucson | X | X | X | X |
| 03 | 85710 | Albertson's/Osco | 6363 E. 22 nd Street | Tucson | X | X | X | X |
| 03 | 85710 | Fry's Pharmacy | 7812 E. Speedway | Tucson | X | X | X | X |
| 03 | 85710 | Fry's Pharmacy | 9401 E. 22 nd Street | Tucson | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|------------------------|------------------------------------|------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 03 | 85710 | Albertson's/Osco | 7499 E. Broadway Road | Tucson | X | X | X | X |
| 03 | 85710 | Albertson's/Osco | 8711 E. Speedway | Tucson | X | X | X | X |
| 03 | 85711 | Fry's Pharmacy | 2150 E. 22 nd Street | Tucson | X | X | X | X |
| 03 | 85711 | Albertson's/Osco | 865 E. Grant Road | Tucson | X | X | X | X |
| 03 | 85711 | Albertson's/Osco | 5515 E. 5 th Street | Tucson | X | X | X | X |
| 03 | 85712 | Danny's Pharmacy | 5395 E. Erickson Drive, Suite 101 | Tucson | X | X | X | X |
| 03 | 85712 | Fry's Pharmacy | 3920 E. Grant Road | Tucson | X | X | X | X |
| 03 | 85713 | Fry's Pharmacy | 3640 S. 16 th Avenue | Tucson | X | X | X | X |
| 03 | 85713 | Albertson's/Osco | 3754 S. 16 th Avenue | Tucson | X | X | X | X |
| 03 | 85714 | Fry's Pharmacy | 902 W. Irvington | Tucson | X | X | X | X |
| 03 | 85714 | Fry's Pharmacy | 2001 E. Irvington | Tucson | X | X | X | X |
| 03 | 85715 | Albertson's/Osco | 6600 E. Grant Road | Tucson | X | X | X | X |
| 03 | 85715 | Albertson's/Osco | 9595 E. Broadway | Tucson | X | X | X | X |
| 03 | 85715 | Albertson's/Osco | 7015 E. Tanque Verde | Tucson | X | X | X | X |
| 03 | 85715 | Albertson's/Osco | 6895 E. Sunrise Drive | Tucson | X | X | X | X |
| 03 | 85715 | Wilmot Center Pharmacy | 6369 E. Tanque Verde Road #100 | Tucson | X | X | X | X |
| 03 | 85716 | Albertson's/Osco | 3601 E. Broadway, Suite 123 | Tucson | X | X | X | X |
| 03 | 85717 | Clinic Pharmacy | 1601 N. Tucson Boulevard, Suite 38 | Tucson | X | X | X | X |
| 03 | 85718 | BASHAS Pharmacy | 6900 E. Sunrise Drive | Tucson | X | X | X | X |
| 03 | 85718 | Albertson's/Osco | 4748 E. Sunrise Drive | Tucson | X | X | X | X |
| 03 | 85719 | Albertson's/Osco | 2854 N. Campbell | Tucson | X | X | X | X |
| 03 | 85719 | University Pharmacy | 943 E. University Boulevard | Tucson | X | X | X | X |
| 03 | 85730 | Fry's Pharmacy | 7050 E. Golf Links | Tucson | X | X | X | X |
| 03 | 85730 | Albertson's/Osco | 7901 E. Golf Links Road | Tucson | X | X | X | X |
| 03 | 85737 | BASHAS Pharmacy | 13005 N. Oracle Road | Oro Valley | X | X | X | X |
| 03 | 85737 | Fry's Pharmacy | 10661 N. Oracle Road | Oro Valley | X | X | X | X |
| 03 | 85741 | Albertson's/Osco | 7300 N. La Cholla Boulevard | Tucson | X | X | X | X |
| 03 | 85741 | BASHAS Pharmacy | 8360 N. Thornydale | Tucson | X | X | X | X |
| 03 | 85741 | Fry's Pharmacy | 3770 W. Ina Road | Tucson | X | X | X | X |
| 03 | 85741 | Albertson's/Osco | 3785 W. Ina | Marana | X | X | X | X |
| 03 | 85743 | Fry's Pharmacy | 7870 N. Silverbell Road | Marana | X | X | X | X |
| 03 | 85745 | Albertson's/Osco | 1350 N. Silverbell Road | Tucson | X | X | X | X |
| 03 | 85748 | BASHAS Pharmacy | 100 S. Houghton Road | Tucson | X | X | X | X |
| 03 | 85748 | Albertson's/Osco | 2980 W. Valencia | Tucson | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|-------------------------|-------------------------------|------------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 03 | 85757 | Fry's Pharmacy | 10450 N. Lacanada Drive | Oro Valley | X | X | X | X |
| 03 | 85938 | Western | 105 E. Main | Springerville | X | X | X | X |
| 03 | 86001 | Albertson's/Osco | 1416 E. Route 66 | Flagstaff | X | X | X | X |
| 03 | 86001 | Fry's Pharmacy | 201 N. Switzer Canyon Road | Flagstaff | X | X | X | X |
| 03 | 86001 | Albertson's/Osco | 1121 S. Plaza Way | Flagstaff | X | X | X | X |
| 03 | 86001 | Albertson's/Osco | 3506 E. Route 66 | Flagstaff | X | X | X | X |
| 03 | 86001 | Albertson's/Osco | 1000 N. Humphreys, #1 | Flagstaff | X | X | X | X |
| 03 | 86025 | Albertson's/Osco | 1525 Navajo Boulevard | Holbrook | X | X | X | X |
| 03 | 86301 | Fry's Pharmacy | 950 Fair Street | Prescott | X | X | X | X |
| 03 | 86301 | Albertson's/Osco | 1316 Iron Springs Road | Prescott | X | X | X | X |
| 03 | 86312 | Albertson's/Osco | 7700 E. Highway 69 | Prescott Valley | X | X | X | X |
| 03 | 86314 | Albertson's/Osco | 74510 E. Highway 69 | Prescott Valley | X | X | X | X |
| 03 | 86314 | Fry's Pharmacy | 3100 N. Glassford Hill Road | Prescott Valley | X | X | X | X |
| 03 | 86322 | Albertson's/Osco | 522 Finney Flat Road | Camp Verde | X | X | X | X |
| 03 | 86326 | Candy Lane | 203 Candy Lane, Suite 9 | Cottonwood | X | X | X | X |
| 03 | 86326 | Fry's Pharmacy | 1100 Highway 279 | Cottonwood | X | X | X | X |
| 03 | 86326 | Albertson's/Sav-On-Drug | 1179 S Highway 260 | Cottonwood | X | X | X | X |
| 03 | 86401 | Albertson's/Osco | 3260 Stockton Hill | Kingman | X | X | X | X |
| 03 | 86401 | Uptown | 2820 E. Andy Devine | Kingman | X | X | X | X |
| 03 | 86401 | Uptown North | 4495 N. Bank Street | Kingman | X | X | X | X |
| 03 | 86403 | Liska's Apothecary Shop | 1840 Mesquite Avenue, Suite E | Lake Havasu City | X | X | X | X |
| 03 | 86413 | Uptown Golden Valley | 4263 E. Highway 68 B | Golden Valley | X | X | X | X |
| 03 | 86442 | Albertson's/Sav-On-Drug | 2350 Miracle Mile | Bullhead City | X | X | X | X |
| 03 | 95746 | Albertson's/Osco | 1900 W. Valencia | Tucson | X | X | X | X |
| 08 | 85003 | Hernandez, Francisco | 609 N. 2nd Avenue | Phoenix | X | | | |
| 08 | 85003 | Hernandez, Francisco | 1209 South 1st Avenue | Phoenix | | X | X | X |
| 08 | 85004 | Alikhan, Inayat | 1300 N. Central Avenue | Phoenix | | X | | |
| 08 | 85004 | Esteves, Joao | 1300 N. Central Avenue | Phoenix | | X | | |
| 08 | 85004 | Hines, Derrick | 2833 N. 3rd Street | Phoenix | X | | | |
| 08 | 85004 | O'Connor, George | 1300 N. Central Avenue | Phoenix | | X | | |
| 08 | 85004 | Schwimmer, Jeffrey | 1300 N. Central Avenue | Phoenix | | X | | |
| 08 | 85006 | Amezcu-Patino, Lauro | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 08 | 85006 | Burgoyne, David | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 08 | 85006 | Chundu, Rupa | 2033 N. 7th Street | Phoenix | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|----------------------------|---|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 08 | 85006 | Cohan, Lydia | 1800 E. Van Buren | Phoenix | X | | | |
| 08 | 85006 | Djavadi, Nassar | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 08 | 85006 | Ellert, William | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 08 | 85006 | Holland, Donald | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 08 | 85006 | Tan-Fermo, Letty | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 08 | 85008 | Stavros, George | 3118 E. McDowell Road | Phoenix | | X | X | X |
| 08 | 85009 | Benjamin, Eric | 502 N. 27th Avenue | Phoenix | X | | | |
| 08 | 85009 | Callesen, Mark | 502 N. 27th Avenue | Phoenix | X | | | |
| 08 | 85012 | Bisla, Jasbir | 3003 N. Central Avenue, #200 | Phoenix | | X | X | X |
| 08 | 85012 | Vines, Michael | 3003 N. Central Avenue, #200 | Phoenix | | X | X | X |
| 08 | 85013 | Saults, Charles | 651 W. Coolidge | Phoenix | | X | X | X |
| 08 | 85014 | Abhyanker, Vimal | 3707 N. 7th Street, #100 | Phoenix | | X | X | X |
| 08 | 85014 | Allen, Robert | 720 E. Montebella Avenue | Phoenix | | | X | X |
| 08 | 85014 | Benet, Press | 3707 N. 7th Street, #100 | Phoenix | X | X | X | X |
| 08 | 85014 | Bonner, Lauren | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 08 | 85014 | Chauhan, Narendra | 3707 N. 7th Street, #100 | Phoenix | | X | X | |
| 08 | 85014 | Friedland, Steven | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 08 | 85014 | Fuller, Elisa | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 08 | 85014 | Klaehn, Robert | 4150 N. 12th Street | Phoenix | X | | | |
| 08 | 85014 | Oутten, Judith | 3707 N. 7th Street, #100 | Phoenix | X | X | X | X |
| 08 | 85014 | Raikhelkar, Dheerendranath | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 08 | 85014 | Ramsbacher, Laurie | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 08 | 85014 | Sharma, Balbir | 3707 N. 7th Street, #100 | Phoenix | | X | X | X |
| 08 | 85014 | Sweeney, Michael | 3707 N. 7th Street, #100 | Phoenix | | X | X | |
| 08 | 85014 | Zenner, Robert | 730 E. Highland | Phoenix | | X | | |
| 08 | 85015 | Benjamin, Eric | 4242 N 19th Avenue #100 | Phoenix | X | | | |
| 08 | 85015 | Callesen, Mark | 4220 N. 20th Avenue | Phoenix | X | | | |
| 08 | 85015 | Gronely, Marie | 1950 W. Heatherbrae #10 | Phoenix | | X | | |
| 08 | 85015 | Levitt, Michael | 1950 W. Heatherbrae #10 | Phoenix | | X | | |
| 08 | 85016 | Bains, Jerry | 4020 N. 20th St., Suite 216 | Phoenix | | X | X | X |
| 08 | 85016 | Stavros, George | 4020 N. 20th St., Suite 216 | Phoenix | | X | X | X |
| 08 | 85018 | Ghani, Shareh | 3311 N. 44 th St., Suite 100 | Phoenix | | X | | |
| 08 | 85018 | Sapp, Timothy | 3311 N. 44 th St., Suite 100 | Phoenix | | X | | |
| 08 | 85018 | Breen, Hal | 4545 N. 36 th Street, #108 | Phoenix | | | X | |

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|-----------------|----------|---------------------|--------------------------------|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 08 | 85021 | Figueroa, Sandra | 702 W. Dunlap | Phoenix | | X | | |
| 08 | 85021 | Robles, Marlene | 702 W. Dunlap | Phoenix | | X | | |
| 08 | 85021 | Sloan, Karen | 702 W. Dunlap | Phoenix | | X | | |
| 08 | 85022 | Burr, John | 14040 N. Cave Creek Road, #203 | Phoenix | | X | | |
| 08 | 85022 | Chaney, Karen Anne | 14040 N. Cave Creek Road, #203 | Phoenix | | X | | |
| 08 | 85022 | Knight, Vicki | 14040 N. Cave Creek Road, #203 | Phoenix | | X | | |
| 08 | 85022 | Nellas, Rodolfo | 14040 N. Cave Creek Road, #203 | Phoenix | | X | | |
| 08 | 85029 | Harp, Mark | 2432 W. Peoria #1047 | Phoenix | X | | | |
| 08 | 85032 | Buckner, Nancy | 12835 N. 32nd Street | Phoenix | | X | X | X |
| 08 | 85033 | Jacinto, Leticia | 7102 W. Thomas Road #105 | Phoenix | X | X | X | X |
| 08 | 85033 | Kaminski, Leslie | 7102 W. Thomas Road #105 | Phoenix | X | X | X | X |
| 08 | 85034 | Bailon, Maria-Jesus | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Bisla, Jasbir | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Boskailo, Esad | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Brennan, Michael | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Crellin, Patricia | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Denham, Carla | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Don, Laura | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Hand, Samuel | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Hughes, Dennis | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | James, William | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Jones, Lisa | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Klaehn, Robert | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Lippman, Glenn | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Moorhead, Frankie | 1035 E. Jefferson #A | Phoenix | | X | | |
| 08 | 85034 | Olson, Carol | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Powers, Pamela | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Premkumar, Kamala | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Pynn, Jacqueline | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Santos, Domciano | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Shpitalnik, Zhanna | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Shuch, Robert | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Tomisato, Shayne | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 08 | 85034 | Torio, Lydia | 3255 E. Elwood, #110 | Phoenix | | X | X | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|----------------------------|--|-----------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 08 | 85035 | Bishop, Peter | 5030 W. McDowell Road, Suite 16 | Phoenix | | X | | |
| 08 | 85035 | Villarreal, Cesar | 5030 W. McDowell Road, Suite 16 | Phoenix | | X | | |
| 08 | 85040 | Andarsio, Carlos | 1616 E. Roeser Road | Phoenix | | X | | |
| 08 | 85040 | Daehler, Robert | 1522 E. Southern | Phoenix | X | | X | X |
| 08 | 85040 | Mahl, Michael | 1616 E. Roeser Road | Phoenix | | X | | |
| 08 | 85051 | Cabrera, Orlando | 10240 N. 31 st Avenue, #210 | Phoenix | | X | | |
| 08 | 85051 | Fangohr, Patricia | 10240 N. 31 st Avenue, #200 | Phoenix | | X | | |
| 08 | 85051 | Gabuya, Perla | 10240 N. 31 st Avenue, #200 | Phoenix | | X | | |
| 08 | 85051 | Godbole, Sonia | 10240 N. 31 st Avenue, #210 | Phoenix | | X | | |
| 08 | 85051 | Niksch, Jason | 10240 N. 31 st Avenue, #210 | Phoenix | | X | | |
| 08 | 85051 | Parker, Joel | 10000 N. 31 st Avenue, #D-201 | Phoenix | | X | X | |
| 08 | 85201 | Patel, Laxman | 430 N. Dobson Road, Suite 110 | Mesa | | | X | X |
| 08 | 85203 | Callesen, Mark | 1655 E. University Drive, #100 | Mesa | X | | | |
| 08 | 85203 | Fuller, Elisa | 1655 E. University Drive, #100 | Mesa | X | X | X | X |
| 08 | 85204 | Carlton, Michael | 560 S. Bellview | Mesa | | X | X | X |
| 08 | 85204 | Sucher, Michael | 560 S. Bellview | Mesa | | X | X | X |
| 08 | 85207 | Martinez, Gonzalo | 4540 E. Baseline Road, Suite 112 | Mesa | | X | X | X |
| 08 | 85208 | Erickson, Heidi | 2613 S. Power Road | Mesa | X | | | |
| 08 | 85210 | Ashraf, Muhammad | 310 S. Extension | Mesa | | X | | |
| 08 | 85210 | Bollam, Padmaja | 1930 S. Alma School Road, #A-208 | Mesa | | X | | |
| 08 | 85210 | Cox, Sandra | 310 S. Extension | Mesa | | X | | |
| 08 | 85210 | Dy, Sylvia | 1930 S. Alma School Road, #A-208 | Mesa | | X | | |
| 08 | 85210 | Loo, James | 1811 S. Alma School Road | Mesa | | X | X | X |
| 08 | 85210 | Neufeld, Francisco | 310 S. Extension | Mesa | | X | | |
| 08 | 85210 | Raikhelkar, Dheerendranath | 1930 S. Alma School Road, #A-208 | Mesa | | X | | |
| 08 | 85210 | Topete, Reyes | 1811 S. Alma School Road | Mesa | | X | X | X |
| 08 | 85210 | Troutman, Amanda | 1930 S. Alma School Road, #A-208 | Mesa | | X | | |
| 08 | 85210 | Wai, Khin | 1930 S. Alma School Road, #A-208 | Mesa | | X | | |
| 08 | 85211 | Tan-Fermo, Letty | 604 W. 9th Street, P.O. Box 4114 | Mesa | X | | | |
| 08 | 85215 | Ahmed, Mehmod | 3450 N. Higley | Mesa | | X | | |
| 08 | 85215 | Martinez, Gonzalo | 3450 N. Higley | Mesa | | X | | |
| 08 | 85215 | Zerrudo, Chito | 3450 N. Higley | Mesa | | X | | |
| 08 | 85217 | Bunuel-Jordana, Marta | P.O Box 3160 | Apache Junction | X | | X | X |
| 08 | 85217 | Vines, Michael | P.O Box 3160 | Apache Junction | X | | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|----------------------|-------------------------------------|------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 08 | 85225 | Aminian, Houshang | 2190 N. Grace Boulevard | Chandler | X | | | |
| 08 | 85225 | Walmer, Mark | 2190 N. Grace Boulevard | Chandler | X | | | |
| 08 | 85225 | Zwier, Kenneth | 2190 N. Grace Boulevard | Chandler | X | | | |
| 08 | 85251 | Cohen, Nancy | 6330 E. Thomas Road, #200 | Scottsdale | | X | | |
| 08 | 85251 | Fermo, Michael | 7434 E. Stetson Drive, #160 | Scottsdale | X | X | X | X |
| 08 | 85251 | Marchildon, John | 6330 E. Thomas Road, #200 | Scottsdale | | X | | |
| 08 | 85251 | McKenney, Joel | 6330 E. Thomas Road, #200 | Scottsdale | | X | | |
| 08 | 85254 | Djavadi, Nassar | 6436 E. Sweetwater Avenue | Scottsdale | X | | | |
| 08 | 85257 | Green, Frederick | 1200 N. 77th Street | Scottsdale | X | | | |
| 08 | 85257 | Shuch, Robert | 1200 N. 77th Street | Scottsdale | X | | | |
| 08 | 85282 | Chundu, Rupa | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 08 | 85282 | Garofalo, John | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 08 | 85282 | Morris, Stephen | 1225 E. Broadway Road, #240 | Tempe | | X | | |
| 08 | 85282 | Outten, Judith | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 08 | 85282 | Patel, Vinod | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 08 | 85282 | Sarmiento, Cresencio | 1225 E. Broadway Road, #240 | Tempe | | X | | |
| 08 | 85282 | Sharma, Balbir | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 08 | 85282 | Silverman, William | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 08 | 85282 | Stavros, George | 2123 E. Southern Avenue | Tempe | | X | X | X |
| 08 | 85282 | Ton, Kiti | 1225 E. Broadway Road, #240 | Tempe | | X | | |
| 08 | 85301 | Bonner, Lauren | 7020 N. 56 th Avenue | Glendale | | X | | |
| 08 | 85301 | Cohan, Lydia | 5334 W. Northern Avenue, #110 | Glendale | X | | | |
| 08 | 85301 | Gerundo, Hermes | 5022 N. 54 th Avenue, #4 | Phoenix | | X | | |
| 08 | 85301 | Jacinto, Leticia | 5334 W. Northern Avenue #110 | Glendale | X | X | X | X |
| 08 | 85301 | Kulik, Frank | 5022 N. 54 th Avenue, #4 | Phoenix | | X | | |
| 08 | 85301 | Lim, Eoniso | 5022 N. 54 th Avenue, #4 | Phoenix | | X | | |
| 08 | 85301 | Tran, Mile | 5334 W. Northern #110 | Glendale | X | X | X | X |
| 08 | 85302 | Aminian, Houshang | 6153 W. Olive Avenue, Suite 1 | Glendale | X | | | |
| 08 | 85302 | Hines, Derrick | 6153 W. Olive Avenue, Suite 1 | Glendale | X | | | |
| 08 | 85302 | Ogden, Michael | 6153 W. Olive Avenue, Suite 1 | Glendale | X | | | |
| 08 | 85302 | Patel, Vinod | 6015 W. Peoria | Glendale | X | | | |
| 08 | 85302 | Silverman, William | 6153 W. Olive Avenue | Glendale | X | | | |
| 08 | 85308 | Kemph, John | 6376 W. Bell Road | Glendale | X | X | X | X |
| 08 | 85338 | Garofalo, John | 3673 S. Bullard, #106 | Goodyear | | X | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|----------------------|---|-----------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 08 | 85345 | Krolik, Mary Lynn | 11361 N. 99 th Avenue, #601 | Peoria | | X | | |
| 08 | 85345 | Shinkoda, Austin | 11361 N. 99 th Avenue, #601 | Peoria | | X | | |
| 08 | 86002 | Caspian, Elizabeth | P.O. Box 23606 | Flagstaff | X | | | |
| 08 | 86314 | Finston, Peggy | P.O. Box 26485 | Prescott Valley | X | | | |
| 08 | 86314 | Hawkins, David | P.O. Box 26485 | Prescott Valley | X | | | |
| 11 | 85003 | McWhirter, Paula | 609 N. 2nd Avenue | Phoenix | X | | | |
| 11 | 85008 | Erika Kao, Ph.D. | 668 N. 44 th Street, Suite 300 | Phoenix | | X | X | |
| 11 | 85012 | Bayless, Michael | 3008 N. 3rd Street, #200 | Phoenix | X | | | |
| 11 | 85012 | Lang, Gina | 3008 N. 3rd Street, #200 | Phoenix | X | | | |
| 11 | 85013 | Ogus, Alan | 110 West Camelback Road, Suite 200 | Phoenix | | X | | |
| 11 | 85014 | Friedman, Mark | 730 E. Highland | Phoenix | | X | | |
| 11 | 85018 | Walling, Curtis | 4222 E. Camelback, #230H | Phoenix | X | | | |
| 11 | 85021 | Gerald Mayer Ph.D. | 1717 W. Northern Avenue #105 | Phoenix | | X | | |
| 11 | 85021 | Mayer, Gerald | 1717 W. Northern Avenue, #105 | Phoenix | | X | X | |
| 11 | 85034 | Barry, Philip | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 11 | 85034 | Cota, Marya | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 11 | 85034 | Weller, Jennifer | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 11 | 85040 | Dickey, Marguerite | 1522 E. Southern | Phoenix | X | | X | X |
| 11 | 85042 | Brown, E. Douglass | 6222 S. 13th Street | Phoenix | | | X | X |
| 11 | 85210 | Ast, Maria | 1930 S. Alma School Road, #A104 | Mesa | X | X | X | X |
| 11 | 85210 | Polenz, Doug | 1930 S. Alma School Road, #A104 | Mesa | X | X | X | X |
| 11 | 85211 | Adler-Tapia, Robbie | 604 W. 9th Street, P.O. Box 4114 | Mesa | X | | | |
| 11 | 85302 | Drury, Susanne | 8802 N. 61st Avenue | Glendale | | X | X | X |
| 11 | 86002 | Mahoney, Kurt | P.O. Box 23606 | Flagstaff | X | | | |
| 18 | 85008 | Schepp, Lavern | 3118 E. McDowell Road | Phoenix | | X | X | X |
| 18 | 85012 | Gucciardo, Frank | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 18 | 85014 | Schepp, Lavern | 3707 N. 7th Street, #100 | Phoenix | | X | X | X |
| 18 | 85016 | Christensen, Richard | 4020 N. 20th St., Suite 216 | Phoenix | | X | X | X |
| 18 | 85018 | Saunders, Patricia | 3301 E. Pinchot | Phoenix | | | | X |
| 18 | 85031 | Hartnet, Patricia | 4602 W. Indian School Road, Suite C-3 | Phoenix | X | | X | X |
| 18 | 85034 | Mannlein, Tephi | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 18 | 85251 | Harmston, Charles | 6330 E. Thomas Road #200 | Scottsdale | | X | | |
| 19 | 85003 | Cooper, Janet | 1209 S. 1st Avenue | Phoenix | | X | X | X |
| 19 | 85003 | Tobin, Cynthia | 1209 S. 1st Avenue | Phoenix | | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|-----------------------|--|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 19 | 85004 | McNew, Michelle | 2833 N. 3rd Street | Phoenix | X | | | |
| 19 | 85004 | New Moon, Elaine | 816 N. 3rd Street | Phoenix | X | | | |
| 19 | 85006 | Campbell, Gayle | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 19 | 85006 | Hanson, Anna | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 19 | 85008 | Rothfeder, Joan | 3118 E. McDowell Road | Phoenix | | X | X | X |
| 19 | 85012 | Crenshaw, Sheila | 3008 N. 3rd Street, #200 | Phoenix | X | | | |
| 19 | 85012 | Garner-Taylor, Pamela | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 19 | 85012 | Lateef, Maryam | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 19 | 85012 | Pence, Heidi | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 19 | 85012 | Ripich, Stefan | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 19 | 85012 | Young, Sherry | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 19 | 85013 | Brown, Dorothy | 651 W. Coolidge | Phoenix | | X | X | X |
| 19 | 85014 | Horning, Russell | 1530 E. Flower Street | Phoenix | | X | X | X |
| 19 | 85014 | Linehan, Jennifer | 1530 E. Flower Street | Phoenix | | X | X | X |
| 19 | 85014 | McNew, Michelle | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 19 | 85014 | Salem, Suzanne | 3707 N. 7th Street, #100 | Phoenix | | | X | X |
| 19 | 85014 | Young, Sherry | 3707 N. 7th Street, #100 | Phoenix | | X | X | X |
| 19 | 85015 | Hanson, Priscilla | 1950 W. Heatherbrae #10 | Phoenix | | X | | |
| 19 | 85015 | Smerko, Kathleen | 2020 W. Indian School Road #50 | Phoenix | | X | X | X |
| 19 | 85015 | Tharalson, Mary | 1950 W. Heatherbrae #10 | Phoenix | | X | | |
| 19 | 85016 | Grissom, Linda | 4201 N. 16th Street, Suite 140 | Phoenix | | | X | X |
| 19 | 85018 | Carlson Shaw, Linda | 3311 N. 44 th Street, Suite 100 | Phoenix | | X | | |
| 19 | 85018 | Pflugfelder, Janice | 3311 N. 44 th Street, Suite 100 | Phoenix | | X | | |
| 19 | 85021 | Finney, Carol | 702 W. Dunlap | Phoenix | | X | | |
| 19 | 85022 | Senska, Margaret | 14040 N. Cave Creek Road #203 | Phoenix | | X | | |
| 19 | 85031 | Giese, Kristin | 4602 W. Indian School Road, #C-3 | Phoenix | X | | X | X |
| 19 | 85031 | Walker, Marie | 4602 W. Indian School Road, #C-3 | Phoenix | X | | X | X |
| 19 | 85033 | Linehan, Jennifer | 7102 W. Thomas, #105 | Phoenix | X | X | X | X |
| 19 | 85033 | Nemer, Donna | 7102 W. Thomas, #105 | Phoenix | X | X | X | X |
| 19 | 85033 | Wise, Elise | 7102 W. Thomas, #105 | Phoenix | X | X | X | X |
| 19 | 85034 | Batchelor, Holly | 1035 E. Jefferson #A | Phoenix | | X | | |
| 19 | 85034 | Fagen, Judith | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Gwerder, Debra | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Hahn, Judith | 3255 E. Elwood, #110 | Phoenix | | X | X | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|---------------------------|--|-----------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 19 | 85034 | Hollingsworth, Eleanor | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Horning, Russell | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Mitchell, James | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Nearon, Lynette | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Otto, Mary | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Pigeon, Gail | 1035 E. Jefferson, #A | Phoenix | | X | | |
| 19 | 85034 | Pool, Katherine | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Rick-Rauscher, Erin | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Surma, Terry | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85034 | Yurgel, Judith | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 19 | 85040 | Kelley, Connie | 1616 E. Roeser Road | Phoenix | | X | | |
| 19 | 85040 | Wallace, Michelle | 1616 E. Roeser Road | Phoenix | | X | | |
| 19 | 85051 | Grissom, Linda | 2830 W. Glendale, #26 | Phoenix | | X | X | X |
| 19 | 85051 | Quade-Friberg, Cara | 10240 N. 31 st Avenue, #200 | Phoenix | | X | | |
| 19 | 85051 | Tobin, Cynthia | 7725 N. 43rd Avenue, Suite 522 | Phoenix | X | X | X | X |
| 19 | 85051 | Walker, Marie | 10240 N. 31 st Avenue, #210 | Phoenix | | X | | |
| 19 | 85051 | White, Patricia | 7725 N. 43rd Avenue #522 | Phoenix | X | X | X | X |
| 19 | 85086 | Hollingsworth, Eleanor | 1201 W. Madison | Phoenix | | | X | X |
| 19 | 85201 | Cordell, Mary | 628 N. Center Street | Mesa | | X | X | X |
| 19 | 85203 | Roth, Diane | 1655 E. University | Mesa | X | X | X | X |
| 19 | 85207 | Johnson, Judith | 4540 E. Baseline Road, Suite 112 | Mesa | | X | X | X |
| 19 | 85210 | Anderson, Susan | 1930 S. Alma School Road #A104 | Mesa | X | X | X | X |
| 19 | 85210 | Katzman, Elaine | 1930 S. Alma School Road, #A-208 | Mesa | | X | | |
| 19 | 85210 | Krotec, Judith | 1930 S. Alma School Road #A104 | Mesa | X | X | X | X |
| 19 | 85210 | Lockhart, Nancy | 1930 S. Alma School Road, #A-208 | Mesa | | X | | |
| 19 | 85215 | Garduno, Rosemarie | 3450 N. Higley | Mesa | | X | | |
| 19 | 85217 | Kennedy, Patricia | P.O. Box 3160 | Apache Junction | X | | X | X |
| 19 | 85225 | Huss, Patrick | 2190 N. Grace Boulevard | Chandler | X | | | |
| 19 | 85225 | Mountjoy, Deirare | 2190 N. Grace Boulevard | Chandler | X | | | |
| 19 | 85225 | Rosdahl, Dana | 2190 N. Grace Boulevard | Chandler | X | | | |
| 19 | 85257 | Gwerder, Debra | 1200 N. 77th Street | Scottsdale | X | | | |
| 19 | 85282 | Keckeisen, Grace | 1232 E. Broadway Road, #120 | Tempe | X | X | X | X |
| 19 | 85282 | Sermeno, Leanne | 1225 E. Broadway Road, #240 | Tempe | | X | | |
| 19 | 85301 | Ramirez-Sturner, Richelle | 5022 N. 54th Avenue, #4 | Phoenix | | X | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|---|---------------------------------------|----------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 19 | 85301 | Salem, Suzanne | 5008 W. Glendale Avenue | Glendale | | | X | X |
| 19 | 85301 | Tabor, Debra | 5022 N. 54 th Avenue, #4 | Phoenix | | X | | |
| 19 | 85302 | Lateef, Maryam | 6151 W. Olive Avenue, Suite 3 | Glendale | | | X | X |
| 19 | 85308 | White, Peter | 6376 W. Bell Road | Glendale | X | X | X | X |
| 19 | 85345 | Jurow, James | 11361 N. 99 th Avenue #601 | Peoria | | X | | |
| 28 | 85008 | Comtrans, Inc. | 2617 North 24 th Street | Phoenix | | X | | |
| 28 | 85301 | Total Transit | 4600 West Camelback Road | Phoenix | X | X | X | X |
| 31 | 85029 | Picardo, Mary Ann | 2432 W. Peoria #1047 | Phoenix | X | | | |
| 31 | 85034 | Levitt, Gwen | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 31 | 85034 | Parker, Andrew | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 39 | 85017 | Gompers Center for the Handicapped | 6601 N. 27 th Avenue | Phoenix | | X | | |
| 39 | 85022 | Springbrook Homes | 1940 E. Thunderbird #250 | Phoenix | | X | | |
| 71 | 85006 | Iasis Healthcare Corp., Dba St Luke's Behavioral Health | 1800 E. Van Buren Street | Phoenix | X | X | X | X |
| 71 | 85008 | Arizona State Hospital | 2500 East Van Buren Street | Phoenix | | X | X | |
| 74 | 85003 | Native American Connections | 636 N. 3rd Avenue | Phoenix | | X | X | X |
| 74 | 85003 | Toby House, Inc. | 303 W. Willetta | Phoenix | | X | | |
| 74 | 85006 | American Indian Prevention Coalition, Inc. | 1902 N. 23 rd Street | Phoenix | X | | | |
| 74 | 85006 | American Indian Prevention Coalition, Inc. | 2120 E. Palm Lane | Phoenix | X | | | |
| 74 | 85006 | Youth Development Institute | 1050-A N. 19 th Street | Phoenix | X | | | |
| 74 | 85006 | Youth Development Institute | 1050-B N. 19 th Street | Phoenix | X | | | |
| 74 | 85008 | Arizona Youth Associates | 2825 N. 25 th Place | Phoenix | X | | | |
| 74 | 85008 | Native American Connections | 3424 E. Van Buren | Phoenix | | X | X | X |
| 74 | 85009 | Chicanos Por La Causa | 3640 W. Grant | Phoenix | | X | X | X |
| 74 | 85009 | Chicanos Por La Causa | 3639 W. Lincoln | Phoenix | | X | X | X |
| 74 | 85009 | Southwest Behavioral Health Services | 2313 W. Yuma | Phoenix | | X | | |
| 74 | 85009 | Southwest Behavioral Health Services: Recovery Readiness Center | 2042 N. 35 th Avenue | Phoenix | | X | X | |
| 74 | 85013 | Florence Crittenton Services | 715 W. Mariposa | Phoenix | X | | | |
| 74 | 85014 | New Life Ministries: Calvary | 720 E. Montebello Avenue | Phoenix | | | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|--|----------------------------------|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| | | Rehabilitation Center | | | | | | |
| 74 | 85015 | Casa De Amigas | 1648 W. Colter, #8 | Phoenix | | X | X | X |
| 74 | 85015 | Foundation for Senior Living | 2610 E. Virginia | Phoenix | | X | | |
| 74 | 85016 | Toby House, Inc. | 313 E. Willetta | Phoenix | | X | | |
| 74 | 85018 | New Arizona Family, Inc. | 3301 E. Pinchot | Phoenix | | | | X |
| 74 | 85018 | Valle del Sol, Inc. | 5116 E. Thomas Road | Phoenix | X | | | |
| 74 | 85019 | Arizona Health Care Contract Management Services, Inc. | 5344 N. 40 th Lane | Phoenix | | X | | |
| 74 | 85019 | Toby House, Inc. | 5734 N. 41 st Drive | Phoenix | | X | | |
| 74 | 85019 | Youth Evaluation and Treatment Center | 4246 N. 35 th Avenue | Phoenix | X | | | |
| 74 | 85020 | Arizona Health Care Contract Management Services, Inc. | 1018 E. El Caminito | Phoenix | | X | | |
| 74 | 85020 | Arizona Youth Associates | 1340 E. Desert Cove | Phoenix | X | | | |
| 74 | 85021 | Toby House, Inc. | 211 W. Butler Drive | Phoenix | | X | | |
| 74 | 85021 | Youth Evaluation and Treatment Center | 8935 N. 17 th Drive | Phoenix | X | | | |
| 74 | 85028 | Foundation for Senior Living | 9405 N. 34 th Place | Phoenix | | X | | |
| 74 | 85028 | Springbrook Homes | 12002 N. 28 th Street | Phoenix | | X | | |
| 74 | 85029 | Arizona Health Care Contract Management Services, Inc. | 1901 W. Joan De Arc | Phoenix | | X | | |
| 74 | 85029 | Foundation for Senior Living | 3927 W. Garden Drive | Phoenix | | X | | |
| 74 | 85029 | Toby House, Inc. | 1601 W. Desert Cove | Phoenix | | X | | |
| 74 | 85032 | Foundation for Senior Living | 14214 N. 20 th Way | Phoenix | | X | | |
| 74 | 85032 | Springbrook Homes | 12207 N. 36 th Street | Phoenix | | X | | |
| 74 | 85032 | Springbrook Homes | 3058 W. Grandview Road | Phoenix | | X | | |
| 74 | 85037 | Foundation for Senior Living | 8719 W. Meadowbrook | Phoenix | | X | | |
| 74 | 85040 | New Arizona Family, Inc. | 302 E. Southern | Phoenix | | X | | X |
| 74 | 85040 | Southwest Behavioral Health Services | 7439 S. 7 th Street | Phoenix | | X | | |
| 74 | 85042 | Ebony House, Inc. | 6222 S. 13 th Street | Phoenix | | | X | X |
| 74 | 85044 | Foundation for Senior Living | 4849 Desert View Drive | Phoenix | | X | | |
| 74 | 85051 | Arizona Health Care Contract Management Services, Inc. | 7722 N. 42 nd Avenue | Phoenix | | X | | |
| 74 | 85201 | Foundation for Senior Living | 613 W. Plata | Mesa | | X | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|--|---------------------------------|------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 74 | 85203 | American Indian Prevention Coalition, Inc. | 1926 E. 8 th Street | Mesa | X | | | |
| 74 | 85203 | Arizona Health Care Contract Management Services, Inc. | 1829 E. 2 nd Street | Mesa | | X | | |
| 74 | 85204 | Marc Center Behavioral Health Services | 2624 E. Dragoon Avenue | Mesa | | X | | |
| 74 | 85205 | Arizona Youth Associates | 3939 E. University | Mesa | X | | | |
| 74 | 85206 | Marc Center Behavioral Health Services | 4154 E. Adler Avenue | Mesa | | X | | |
| 74 | 85210 | New Arizona Family, Inc. | 621 W. Southern Avenue | Mesa | | X | | X |
| 74 | 85210 | New Arizona Family, Inc. | 619 W. Southern Avenue | Mesa | | X | | X |
| 74 | 85213 | Developmental Behavioral Consultants | 2355 E. Elmwood Street | Mesa | X | | | |
| 74 | 85213 | Marc Center Behavioral Health Services | 2664 E. Hermosa Vista Drive | Mesa | | X | | |
| 74 | 85215 | Marc Center Behavioral Health Services | 6433 E. Quartz St. | Mesa | | X | | |
| 74 | 85224 | Developmental Behavioral Consultants | 2706 W. Warner Road | Chandler | X | | | |
| 74 | 85226 | Developmental Behavioral Consultants | 4515 W. Mercury | Chandler | X | | | |
| 74 | 85226 | Developmental Behavioral Consultants | 3192 W. Thude | Chandler | X | | | |
| 74 | 85254 | Arizona Youth Associates | 5201 E. Windrose | Scottsdale | X | | | |
| 74 | 85254 | Devereux Arizona | 6401 E. Eugie Terrace | Scottsdale | X | | | |
| 74 | 85254 | Devereux Arizona | 6411 E. Eugie Terrace | Scottsdale | X | | | |
| 74 | 85254 | Devereux Arizona | 6421 E. Eugie Terrace | Scottsdale | X | | | |
| 74 | 85254 | Devereux Arizona | 6429 E. Eugie Terrace | Scottsdale | X | | | |
| 74 | 85257 | Southwest Behavioral Health Services | 7626 E. Sheridan | Scottsdale | | X | | |
| 74 | 85257 | The New Foundation | 1200 N. 77 th Street | Scottsdale | X | | | |
| 74 | 85282 | Foundation for Senior Living | 925 W. Fogal Way | Tempe | | X | | |
| 74 | 85283 | Developmental Behavioral Consultants | 2010 E. Diamond | Tempe | X | | | |
| 74 | 85283 | Developmental Behavioral Consultants | 5917 S. Kenwood | Tempe | X | | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|--|---|-----------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 74 | 85296 | Developmental Behavioral Consultants | 14045 E. Williamsfield | Gilbert | X | | | |
| 74 | 85301 | Arizona Youth Associates | 5115 W. Myrtle | Glendale | X | | | |
| 74 | 85301 | Arizona Youth Associates | 5125 W. Myrtle | Glendale | X | | | |
| 74 | 85301 | Nova, Inc. | 7022 N. 48 th Avenue | Glendale | | X | X | X |
| 74 | 85301 | Youth Evaluation and Treatment Center | 4854 W. Hayward | Glendale | X | | | |
| 74 | 85302 | Arizona Baptist Children's Services | 6015 W. Peoria Avenue | Glendale | X | | | |
| 74 | 85303 | Arizona Health Care Contract Management Services, Inc. | 6835 W. Oregon | Glendale | | X | | |
| 74 | 85303 | Foundation for Senior Living | 7145 W. Sierra Vista | Glendale | | X | | |
| 74 | 85304 | Foundation for Senior Living | 7808 W. Cherry Hills | Peoria | | X | | |
| 74 | 85305 | Foundation for Senior Living | 8963 W. Peck Drive | Glendale | | X | | |
| 74 | 85306 | Arizona Health Care Contract Management Services, Inc. | 6627 W. Kings Avenue | Glendale | | X | | |
| 74 | 85308 | Arizona Baptist Children's Services | 17402 N. 39 th Avenue | Glendale | X | | | |
| 74 | 85345 | Foundation for Senior Living | 8744 W. Alice | Peoria | | X | | |
| 74 | 86004 | Daybreak Behavioral Resources | 8800 N. Mary's Drive | Flagstaff | X | | | |
| 74 | 86314 | Mingus Mountain Estate Residential Center, Inc. | 3801 Robert Road | Prescott Valley | X | | | |
| 74 | 86327 | Daybreak Behavioral Resources | 9435 Smoke Trail | Dewey | X | | | |
| 74 | 86327 | Daybreak Behavioral Resources | 14110 E. Blue Ridge Road | Dewey | X | | | |
| 74 | 86327 | Mingus Mountain Estate Residential Center, Inc. | 100 Dewey Road | Dewey | X | | | |
| 77 | 85003 | Native American Connections | 650 N. 2 nd Avenue | Phoenix | | X | X | X |
| 77 | 85003 | Valle del Sol, Inc. | 1209 S. 1 st Avenue | Phoenix | | X | X | X |
| 77 | 85004 | American Indian Prevention Coalition, Inc. | 2302 N. 7 th Street | Phoenix | X | | | |
| 77 | 85004 | Arizona's Children Association | 2833 N. 3 rd Street | Phoenix | X | | | |
| 77 | 85004 | Chicanos Por La Causa | 1402 S. Central Avenue | Phoenix | X | | X | X |
| 77 | 85004 | Ebony House, Inc. | 320 E. McDowell Road, Suite 220 | Phoenix | X | | | |
| 77 | 85004 | Presbyterian Service Agency | 2001 N. 3 rd Street, Suite 104 | Phoenix | | X | | |
| 77 | 85004 | Southwest Behavioral Health Services | 315 E. Watkins | Phoenix | X | X | X | X |
| 77 | 85004 | ValueOptions | 1300 N. Central Avenue | Phoenix | | X | X | X |
| 77 | 85004 | Phoenix Indian Center | 2601 North 3 rd Street, #100 | Phoenix | | | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|--|--|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 77 | 85006 | Chrysalis Shelter, Inc. | 1010 E. McDowell Road, Suite 301 | Phoenix | | X | X | X |
| 77 | 85006 | Jewish Family & Children's Services | 2003 N. 7 th Street | Phoenix | X | X | X | X |
| 77 | 85006 | META Services Inc. | 2701 N. 16 th Street, #316 | Phoenix | | X | | |
| 77 | 85006 | Triple R Behavioral Health, Inc. | 755 E. Willetta Street | Phoenix | | X | | |
| 77 | 85007 | Health care for the Homeless | 1201 W. Madison Street | Phoenix | | | X | X |
| 77 | 85007 | Southwest Behavioral Health Services | 1700 N. 7 th Ave, #250 | Phoenix | | X | | |
| 77 | 85007 | Southwest Behavioral Health Services | 1424 S. 7 th Avenue, Building C | Phoenix | | | | X |
| 77 | 85008 | Terros Behavioral Health Services | 3118 E. McDowell Road | Phoenix | | X | X | X |
| 77 | 85009 | Valle del Sol, Inc. | 502 N. 27 th Avenue | Phoenix | X | | | |
| 77 | 85012 | Michael B. Bayless & Associates | 3008 N. 3 rd St., Suite 200 | Phoenix | X | | | |
| 77 | 85012 | Triple R Behavioral Health, Inc. | 40 E. Mitchell Drive, Suite 100 | Phoenix | | X | | |
| 77 | 85013 | Arizona Health Care Contract Management Services, Inc. | 110 W. Camelback Road | Phoenix | | X | | |
| 77 | 85013 | Christian Family Care Agency | 3603 N. 7 th Avenue | Phoenix | X | | | |
| 77 | 85013 | Intensive Treatment Systems | 651 W. Coolidge | Phoenix | | X | X | X |
| 77 | 85013 | Rio Salado Behavioral Health Systems | 1308 W. Camelback Road | Phoenix | X | | | |
| 77 | 85014 | Family Service Agency | 1530 E. Flower Street | Phoenix | | X | X | X |
| 77 | 85014 | New Life Ministries: Calvary Rehabilitation Center | 720 E. Montebello Avenue | Phoenix | | | X | X |
| 77 | 85014 | Southwest Human Development | 4150 N. 12 th Street | Phoenix | X | | | |
| 77 | 85015 | American International Community Care, Inc | 1600 W. Camelback Road, #1-E | Phoenix | X | | | |
| 77 | 85015 | Arizona Youth Associates | 4242 N. 19 th Avenue, Suite 100 | Phoenix | X | | | |
| 77 | 85015 | The Phoenix Shanti Group, Inc | 2020 W. Indian School, #C50 | Phoenix | | X | X | X |
| 77 | 85015 | ValueOptions | 1950 W. Heatherbrae, #6 & #10 | Phoenix | | X | | |
| 77 | 85015 | Youth Evaluation and Treatment Center | 4414 N. 19 th Avenue | Phoenix | X | | | |
| 77 | 85015 | Phoenix Shanti Group | 2020 West Indian School Road | Phoenix | | X | X | X |
| 77 | 85016 | National Council on Alcoholism & Drug Dependence | 4201 N. 16 th St., Suite 140 | Phoenix | | | X | X |
| 77 | 85016 | New Arizona Family, Inc. | 4201 N. 16 th St., Suite 220 | Phoenix | | | X | X |
| 77 | 85016 | Phoenix Interfaith Counseling | 4201 N. 16 th St., Suite 250 | Phoenix | | X | X | X |
| 77 | 85016 | Phoenix Interfaith Counseling | 12835 N. 32 nd Street | Phoenix | | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|--------------------------------------|--|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 77 | 85016 | Toby House, Inc. | 3602 N. 16 th Street | Phoenix | | X | | |
| 77 | 85017 | Jewish Family & Children's Services | 3306 W. Catalina Drive | Phoenix | X | X | X | X |
| 77 | 85017 | Terros Behavioral Health Services | 3001 W. Indian School Road, Suite 17 | Phoenix | | X | X | X |
| 77 | 85018 | Adolescent Substance Abuse Program | 4222 E. Camelback Road, #230H | Phoenix | X | | | |
| 77 | 85018 | Community Medical Services | 3801 E. Indian School Road | Phoenix | | X | X | X |
| 77 | 85018 | ValueOptions | 3311 N. 44 th Street, Suite 100 | Phoenix | | X | | |
| 77 | 85019 | Providencia Behavioral Health Agency | 3602 W. Thomas Road, Suite 10 | Phoenix | X | | | |
| 77 | 85021 | Presbyterian Service Agency | 2255 W. Northern, Suite B100 | Phoenix | | X | | |
| 77 | 85021 | ValueOptions | 702 W. Dunlap | Phoenix | | X | | |
| 77 | 85022 | ValueOptions | 14040 N. Cave Creek Road, #203 & 208 | Phoenix | | X | | |
| 77 | 85028 | Touchstone Behavioral Health | 4614 E. Shea Boulevard, Suite 0110 | Phoenix | X | | | |
| 77 | 85029 | Community Medical Services | 12612 N. 128 th Drive | Phoenix | | X | X | X |
| 77 | 85029 | Devereux Arizona | 2432 W. Peoria , Suite 1050 | Phoenix | X | | | |
| 77 | 85029 | Family Service Agency | 3101 W. Peoria , #A201 | Phoenix | | X | X | X |
| 77 | 85029 | Southwest Behavioral Health Services | 10220 N. 31 st Avenue, #101 | Phoenix | X | | X | X |
| 77 | 85031 | Chicanos Por La Causa | 4602 W. Indian School Road, Suite C-3, C-4, & D-2 | Phoenix | X | | X | X |
| 77 | 85034 | ValueOptions | 1035 E. Jefferson, Suite 100 | Phoenix | | X | | |
| 77 | 85034 | ValueOptions | 1112 E. Washington | Phoenix | | X | | |
| 77 | 85034 | ValueOptions | 1122 E. Washington | Phoenix | | X | | |
| 77 | 85035 | ValueOptions | 5030 W. McDowell Road, Suite 16 | Phoenix | | X | | |
| 77 | 85040 | Black Family and Child Services | 1522 E. Southern Avenue | Phoenix | X | | X | X |
| 77 | 85040 | Southwest Behavioral Health Services | 26 E. Baseline, #A-5 | Phoenix | X | | | |
| 77 | 85040 | ValueOptions | 1616 E. Roeser Road | Phoenix | | X | | |
| 77 | 85042 | Ebony House, Inc. | 6222 S. 13 th Street | Phoenix | | | X | X |
| 77 | 85042 | The Southwest Network | 26 E. Baseline Road, Suite 114 | Phoenix | X | | | |
| 77 | 85051 | Family Support Resources, Inc. | 8037 N. 43 rd Avenue, Suite 100 | Phoenix | X | | | |
| 77 | 85051 | Nova, Inc. | 7725 N. 43 rd Avenue, Suite 522 | Phoenix | X | X | X | X |
| 77 | 85051 | Terros Behavioral Health Services | 2830 W. Glendale Avenue, Suite 26 | Phoenix | | X | X | X |
| 77 | 85051 | ValueOptions | 10240 N. 31 st Avenue, #200, #210, & #220 | Phoenix | | X | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|---|---|------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 77 | 85051 | ValueOptions | 2255 N. 44 th St., Suite 220 & 240 | Phoenix | | X | | |
| 77 | 85201 | Catholic Social Services | 430 N. Dobson, #110 | Mesa | | | X | X |
| 77 | 85201 | Terros Behavioral Health Services | 628 N. Center Street | Mesa | | X | X | X |
| 77 | 85201 | Terros Behavioral Health Services | 736 N. Country Club Drive, Suite 102 | Mesa | | X | X | X |
| 77 | 85201 | Triple R Behavioral Health, Inc. | 1310 W. University Drive | Mesa | | X | | |
| 77 | 85201 | Medical Professional Associates | 570 West Brown Road | Phoenix | | X | | |
| 77 | 85202 | Southwest Behavioral Health Services | 1255 W. Baseline #138 | Mesa | X | | X | X |
| 77 | 85202 | Touchstone Behavioral Health | 1845 S. Dobson Suite 101 | Mesa | X | | | |
| 77 | 85203 | Prehab/Westside Social Services | 1655 E. University Suite 100 | Mesa | X | X | X | X |
| 77 | 85204 | Centro De Amistad | 734 E. Broadway | Mesa | X | | X | X |
| 77 | 85204 | Community Bridges: East Valley Addiction Treatment Center | 560 S. Bellview | Mesa | | X | X | X |
| 77 | 85204 | Family Service Agency | 943 S. Gilbert Road | Mesa | | X | X | X |
| 77 | 85206 | Marc Center Behavioral Health Services | 4540 E. Baseline Suite 112 | Mesa | | X | X | X |
| 77 | 85207 | Superstition Mountain Mental Health Center, Inc. | 7303 E. Main St., Suite 113 | Mesa | X | | X | X |
| 77 | 85210 | Jewish Family & Children's Services | 1930 S. Alma School Road #A-104 | Mesa | X | X | X | X |
| 77 | 85210 | ValueOptions | 1930 S. Alma School Road, Suite A-203, A-207, & A-208 | Mesa | | X | | |
| 77 | 85210 | ValueOptions | 310 S. Extension | Mesa | | X | | |
| 77 | 85213 | Child Crisis Center | 2830 E. Brown Road, Bldg. E, Suite 18 | Mesa | X | | | |
| 77 | 85215 | ValueOptions | 3450 N. Higley | Mesa | | X | | |
| 77 | 85224 | Arizona's Children Association | 600 W. Ray Road, Suite A-1 & Suite B-3 | Chandler | X | | | |
| 77 | 85251 | Jewish Family & Children's Services | 7434 E. Stetson Drive #160 | Scottsdale | X | X | X | X |
| 77 | 85251 | Southwest Behavioral Health Services | 3200 N. Hayden #140 | Scottsdale | X | | X | X |
| 77 | 85251 | ValueOptions | 6330 E. Thomas Road #200 | Scottsdale | | X | | |
| 77 | 85257 | The New Foundation | 1200 N. 77 th Street | Scottsdale | X | | | |
| 77 | 85281 | Valle del Sol, Inc. | 509 S. Rockford | Tempe | | X | X | X |
| 77 | 85282 | Center for Behavioral Health | 2123 E. Southern Avenue | Tempe | | X | X | X |
| 77 | 85282 | EMPACT Suicide Prevention Center | 1232 E. Broadway #120 | Tempe | X | X | X | X |
| 77 | 85282 | New Arizona Family, Inc. | 3280 S. Country Club Way | Tempe | | X | X | X |
| 77 | 85282 | Phoenix Interfaith Counseling | 3910 S. Rural Road, Suite J | Tempe | | X | X | X |

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|-----------------|----------|---|---|------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 77 | 85282 | Presbyterian Service Agency | 3400 S. Mill Avenue, Suite 31 | Tempe | | X | | |
| 77 | 85282 | ValueOptions | 1225 E. Broadway Road #190, #240, & #290 | Tempe | | X | | |
| 77 | 85283 | Centro De Amistad | 8202 S. Avenida Del Yaqui | Chandler | X | | X | X |
| 77 | 85301 | Community Medical Services | 6800 N. 55 th Avenue | Glendale | | X | X | X |
| 77 | 85301 | Concepts for Change | 5008 W. Glendale Avenue | Glendale | | | X | X |
| 77 | 85301 | Phoenix Interfaith Counseling | 4444 W. Northern Avenue, Suite C-1 | Glendale | | X | X | X |
| 77 | 85301 | Prehab/Westside Social Services | 5334 W. Northern, Suite 110 | Glendale | X | X | X | X |
| 77 | 85301 | Prehab/Westside Social Services | 7101 N. 55 th Avenue | Glendale | X | | X | X |
| 77 | 85301 | ValueOptions | 7020 N. 56 th Avenue | Glendale | | X | | |
| 77 | 85301 | ValueOptions | 5022 N. 54 th Avenue, #4 | Glendale | | X | | |
| 77 | 85302 | Desert Springs Professionals LLC | 8802 N. 61 st Avenue | Glendale | | X | X | X |
| 77 | 85302 | EMPACT Suicide Prevention Center | 4425 W. Dunlap, #194 | Glendale | X | X | X | X |
| 77 | 85302 | New Horizons Counseling Service, Inc. | 6151 W. Olive Avenue, Suite 3 | Glendale | | | X | X |
| 77 | 85302 | Touchstone Behavioral Health | 6153 W. Olive Avenue | Glendale | X | | | |
| 77 | 85308 | Jewish Family & Children's Services | 6376 W. Bell Road | Glendale | X | X | X | X |
| 77 | 85323 | Prehab/Westside Social Services | 501 W. Van Buren, Suite T | Avondale | X | | X | X |
| 77 | 85338 | ValueOptions | 3673 S. Bullard, #106 & #109 | Goodyear | | X | | |
| 77 | 85345 | Prehab/Westside Social Services | 8355 W. Peoria | Peoria | X | | X | X |
| 77 | 85345 | ValueOptions | 11361 N. 99 th Avenue, #501 & #502 | Peoria | | X | | |
| 77 | 85374 | Arizona's Children Association | 11327 W. Bell Road, Suite 3 | Surprise | X | | | |
| 77 | 85390 | ValueOptions | 634 W. Wickenburg Way, Suite D | Wickenburg | | X | | |
| 77* | 85002 | Concepts for Change | 10443 N. Cave Creek Road, Suite 110 | Phoenix | | | X | X |
| 77* | 85004 | Presbyterian Service Agency | 1014 N. 2 nd Street | Phoenix | | X | | |
| 77* | 85004 | Terros Behavioral Health Services: HIV Prevention | 828 N. 2 nd St. | Phoenix | | X | X | X |
| 77* | 85007 | Valle del Sol, Inc. | 1554 W. Van Buren | Phoenix | X | | | |
| 77* | 85015 | New Horizons Counseling Service, Inc. | 5062 N. 19 th Avenue, Suite 103 | Phoenix | | | X | X |
| 77* | 85015 | New Horizons Counseling Service, Inc. | 5201 N. 19 th Avenue, Suite 116 | Phoenix | | | X | X |
| 77* | 85019 | Adolescent Substance Abuse | 5702 N. 35 th Avenue | Phoenix | X | | | |

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|------------------|----------|--|---|------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| Satellite | | Program | | | | | | |
| 77* Satellite | 85033 | New Horizons Counseling Service, Inc. | 7540 W. Indian School Road, Suite A6 | Phoenix | | | X | X |
| 77* Satellite | 85040 | Adolescent Substance Abuse Program | 4732 S. Central Avenue | Phoenix | X | | | |
| 77* Satellite | 85087 | Jewish Family & Children's Services | 47402 N. 15 th Avenue | New River | X | X | X | X |
| 77* Satellite | 85201 | Marc Center Behavioral Health Services | 911 N. Country Club Drive | Mesa | | X | X | X |
| 77* Satellite | 85202 | Adolescent Substance Abuse Program | 2530 S. Alma School Road | Mesa | X | | | |
| 77* Satellite | 85257 | Jewish Family & Children's Services | 7700 E. Roosevelt | Scottsdale | X | X | X | X |
| 77* Satellite | 85282 | Presbyterian Service Agency | 415 W. Southern Avenue, Suite 101 | Tempe | | X | | |
| 77* Satellite | 85283 | Desert Springs Professionals LLC | 1835 E. Guadalupe Road, Suite 103 | Tempe | | X | X | X |
| 77* Satellite | 85302 | Adolescent Substance Abuse Program | 8607 N. 59 th Avenue, Suite C6 | Glendale | X | | | |
| 77* Satellite | 85323 | New Horizons Counseling Service, Inc. | 1430 N. Central Suite C | Avondale | | | X | X |
| 77* Satellite | 85335 | Rio Salado Behavioral Health Systems | 14010 N. El Mirage Road | El Mirage | X | | | |
| 77* Satellite | 85338 | Southwest Behavioral Health Services | 1660 N. Dysart Road, #2 | Goodyear | | X | X | |
| 78 | 85254 | Devereux Arizona | 6436 E. Sweetwater Avenue | Scottsdale | X | | | |
| 85 | 85003 | Bolton-Jensen, Wendy | 650 N. 2nd Avenue | Phoenix | | X | X | X |
| 85 | 85003 | Hagan, Judith | 1209 South 1st Avenue | Phoenix | | X | X | X |
| 85 | 85003 | Woolley, Jeffrey | 650 N. 2nd Avenue | Phoenix | | X | X | X |
| 85 | 85006 | Almond, Thomasa | 2701 N. 16th Street, #316 | Phoenix | | X | | |
| 85 | 85006 | Appel, Paul | 1800 E. Van Buren | Phoenix | X | | X | |
| 85 | 85006 | Bernier, Robin | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 85 | 85006 | Brandt, Deburah | 1800 E. Van Buren | Phoenix | X | | X | |
| 85 | 85006 | Craig, William | 1800 E. Van Buren | Phoenix | X | | X | |
| 85 | 85006 | Cronkhite, Barbara | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 85 | 85006 | Darnell, Melony | 1830 E. Roosevelt Street | Phoenix | X | | | |

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|-----------------|----------|--------------------------|---------------------------------------|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 85 | 85006 | Drexel, Kimberly | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 85 | 85006 | Ellertson, Gilbert | 1800 E. Van Buren | Phoenix | X | | X | |
| 85 | 85006 | Hill-Harris, Diane | 1010 E. McDowell, Suite 301 | Phoenix | | X | X | X |
| 85 | 85006 | Holmes, Julie | 2701 N. 16th Street, #316 | Phoenix | | X | | |
| 85 | 85006 | Knobel, Sheila | 1800 E. Van Buren | Phoenix | X | | X | |
| 85 | 85006 | Lozano, Sabino | 1800 E. Van Buren | Phoenix | X | | X | |
| 85 | 85006 | Mattio, Kathleen | 1800 E. Van Buren | Phoenix | X | | X | |
| 85 | 85006 | Olsen, Nancy | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 85 | 85006 | Pfile, Elizabeth | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 85 | 85006 | Rayner, Kristen | 1800 E. Van Buren | Phoenix | X | | X | |
| 85 | 85006 | Rosemont, Gail | 1800 E. Van Buren | Phoenix | X | | X | |
| 85 | 85006 | Singh, Usha | 2701 N. 16th Street, #316 | Phoenix | | X | | |
| 85 | 85006 | Whitaker, Jessica | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 85 | 85008 | Beeman, Juliette | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 85 | 85008 | Sedillo, Michael | 444 N. 44 th Street, #400 | Phoenix | | X | | |
| 85 | 85008 | Sylvester, Michelle | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 85 | 85012 | Burke, Penny Free | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 85 | 85012 | Crislip, Richard | 3008 N. 3rd Street, #200 | Phoenix | X | | | |
| 85 | 85012 | Friedman, Beth | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 85 | 85012 | Gannis-Caccavale, Darian | 40 E. Mitchell Drive, Suite 200 | Phoenix | | X | | |
| 85 | 85012 | Ingram, Teresa | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 85 | 85012 | Kelley, Richard | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 85 | 85012 | Liewer, Barbara | 40 E. Mitchell Drive, Suite 200 | Phoenix | | X | | |
| 85 | 85012 | Matzkevich, Stacey | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 85 | 85012 | Reizes, Mauri | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 85 | 85012 | Richardson, Jodi | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 85 | 85012 | Sampsell, Lisa | 40 E. Mitchell Drive, Suite 200 | Phoenix | | X | | |
| 85 | 85013 | Migliaro, John | 110 West Camelback Road, Suite 200 | Phoenix | | X | | |
| 85 | 85013 | Rohani, Heidi | 715 W. Mariposa | Phoenix | X | | | |
| 85 | 85014 | Beale, Janet | 4150 N. 12th Street | Phoenix | X | | | |
| 85 | 85014 | Burns-Berman, Lori | 3707 N. 7th Street, #100 | Phoenix | | X | | |
| 85 | 85014 | Church, Scott | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 85 | 85014 | Grey, Raymond | 1202 E. Maryland, #2A | Phoenix | | X | | |
| 85 | 85014 | Klosk, Gary | 1530 E. Flower Street | Phoenix | | X | X | X |

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|-----------------|----------|------------------------------|--|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 85 | 85014 | Lullo, Gene | 1202 E. Maryland, #2A | Phoenix | | X | | |
| 85 | 85014 | Michaels, Victoria | 730 E. Highland | Phoenix | | X | | |
| 85 | 85014 | Miller, Sandra | 4150 N. 12th Street | Phoenix | X | | | |
| 85 | 85014 | Noggle, Karen | 1530 E. Flower Street | Phoenix | | X | X | X |
| 85 | 85014 | Pershing, Gary | 1530 E. Flower Street | Phoenix | | X | X | X |
| 85 | 85014 | Rabe, Kathryn | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 85 | 85014 | Speare, Rochelle | 730 E. Highland | Phoenix | | X | | |
| 85 | 85014 | Wilson, Wesley | 1201 E. Thomas Road | Phoenix | | X | | |
| 85 | 85015 | Diakhate, Bernadette | 4242 N. 19th Avenue, #100 | Phoenix | X | | | |
| 85 | 85015 | Gearhart, Randy | 2020 W. Indian School Road #50 | Phoenix | | X | X | X |
| 85 | 85015 | Geasland, Richard | 4220 N. 20th Ave | Phoenix | X | X | X | X |
| 85 | 85015 | Hancock-Christmann, Jennifer | 4242 N. 19th Avenue, #100 | Phoenix | X | | | |
| 85 | 85015 | Oleson, James | 4414 N. 19th Ave | Phoenix | X | | | |
| 85 | 85015 | Rodgers, Elizabeth | 1600 W. Camelback Road, Suite 1-E | Phoenix | X | | | |
| 85 | 85015 | Skrentny, Kim | 4220 N. 20th Ave | Phoenix | X | | | |
| 85 | 85015 | Watkins, Dorothy | 4414 N. 19th Ave | Phoenix | X | | | |
| 85 | 85015 | Webb, Stacey | 4242 N. 19th Avenue, #100 | Phoenix | X | | | |
| 85 | 85015 | Weingrad, Janet | 4414 N. 19th Ave | Phoenix | X | | | |
| 85 | 85018 | Flynn, Kevin | 5116 E. Thomas Road | Phoenix | X | | | |
| 85 | 85018 | Kang, Teresa | 5116 E. Thomas Road | Phoenix | X | | | |
| 85 | 85019 | Kirwan, Damian | 3602 W. Thomas Road Suite 10 | Phoenix | X | | | |
| 85 | 85019 | Ruskin, Annette | 3602 W. Thomas Road Suite 10 | Phoenix | X | | | |
| 85 | 85021 | Goehring, Steven | 2255 W. Northern Avenue, #B100 | Phoenix | | X | | |
| 85 | 85021 | Smith, Christopher | 2255 W. Northern Avenue, #B100 | Phoenix | | X | | |
| 85 | 85029 | Beatty, Karen | 2432 W. Peoria #1047 | Phoenix | X | | | |
| 85 | 85029 | Church, Scott | 2432 W. Peoria #1047 | Phoenix | X | | | |
| 85 | 85031 | Martinez, Rafael | 4602 W. Indian School #C-3 | Phoenix | X | | X | X |
| 85 | 85032 | Hartman, Jacqueline | 12835 N. 32nd St. | Phoenix | | X | X | X |
| 85 | 85032 | Osollo, Reuben | 12835 N. 32nd St. | Phoenix | | X | X | X |
| 85 | 85032 | Scialli, Marcia | 12835 N. 32nd St. | Phoenix | | X | X | X |
| 85 | 85033 | Barber-Lindstrom, Gretchen | 7102 W. Thomas #105 | Phoenix | X | X | X | X |
| 85 | 85033 | Daugherty, Jeffery | 7102 W. Thomas #105 | Phoenix | X | X | X | X |
| 85 | 85051 | Ricketts, Mary | 10240 N. 31 st Avenue, #200 | Phoenix | | X | | |
| 85 | 85051 | Ujania, Janice | 7725 N. 43rd Avenue Suite 522 | Phoenix | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|--------------------|-----------------------------------|-----------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 85 | 85201 | Abbas-Smith, Laura | 570 W. Brown Road | Mesa | | X | X | |
| 85 | 85201 | Binaco, Patricia | 570 W. Brown Road | Mesa | | X | X | |
| 85 | 85201 | Kubica, Letty | 570 W. Brown Road | Mesa | | X | X | |
| 85 | 85201 | Lunkley, Judith | 570 W. Brown Road | Mesa | | X | X | |
| 85 | 85201 | Mirto, Cheryl | 570 W. Brown Road | Mesa | | X | X | |
| 85 | 85201 | Owens, Michael | 570 W. Brown Road | Mesa | | X | X | |
| 85 | 85201 | Wolfe, Florence | 570 W. Brown Road | Mesa | | X | X | |
| 85 | 85210 | Holmes, Julie | 570 W. Brown Road | Mesa | | X | X | |
| 85 | 85210 | Kerr, Jean | 1930 S. Alma School Road #A104 | Mesa | X | X | X | X |
| 85 | 85210 | Romanowitz, Elsa | 1930 S. Alma School Road #A104 | Mesa | X | X | X | X |
| 85 | 85210 | Thornton, Heather | 1930 S. Alma School Road #A104 | Mesa | X | X | X | X |
| 85 | 85217 | Dean, Pamela | P.O Box 3160 | Apache Junction | X | | X | X |
| 85 | 85217 | Pitico, Karen | P.O Box 3160 | Apache Junction | X | | X | X |
| 85 | 85225 | Bryant, Amy | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 85 | 85225 | Burgheimer, Kathy | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 85 | 85225 | Crowley, Kathy | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 85 | 85225 | Naisant, Carl | 2190 N. Grace Boulevard | Chandler | X | | | |
| 85 | 85225 | Thompson, Elissa | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 85 | 85251 | Kaye, Jennifer | 7434 E. Stetson Drive #160 | Scottsdale | X | X | X | X |
| 85 | 85282 | Klibanow, Karen | 3910 S. Rural Road, Suite J | Tempe | | X | X | X |
| 85 | 85282 | Lewis, Karen | 1232 E. Broadway #120 | Tempe | X | X | X | X |
| 85 | 85282 | Ochoa, Tamara | 1232 E. Broadway #120 | Tempe | X | X | X | X |
| 85 | 85282 | Tencer, Robert | 1232 E. Broadway #120 | Tempe | X | X | X | X |
| 85 | 85282 | Woods, Kathryn | 1232 E. Broadway #120 | Tempe | X | X | X | X |
| 85 | 85283 | Kehayes, Moira | 1835 E. Guadalupe Road, Suite 103 | Tempe | | X | X | X |
| 85 | 85302 | Lapp, Toni | 6015 W. Peoria | Glendale | X | | | |
| 85 | 85302 | Lietz, Cindy | 6015 W. Peoria | Glendale | X | | | |
| 85 | 85302 | Smith, Pamela | 6153 W. Olive Ave, Suite 1 | Glendale | X | | | |
| 85 | 85308 | Hyman, Terrie | 6376 W. Bell Road | Glendale | X | X | X | X |
| 85 | 85308 | Kittridge, Stephen | 6376 W. Bell Road | Glendale | X | X | X | X |
| 85 | 85308 | Zamudio, Ray | 6376 W. Bell Road | Glendale | X | X | X | X |
| 85 | 85345 | Gjerdigen, Mary | 8355 W. Peoria, Ste 105 | Peoria | X | | X | X |
| 85 | 85345 | Hodges, Celia | 8355 W. Peoria, Ste 105 | Peoria | X | | X | X |
| 86 | 85003 | Ward, Richard | 1209 South 1st Ave | Phoenix | | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|------------------------|----------------------------------|------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 86 | 85013 | Herr, John | 3603 N. 7th Ave | Phoenix | X | | | |
| 86 | 85013 | Yost, Russell | 3603 N. 7th Ave | Phoenix | X | | | |
| 86 | 85016 | Suzor, Shirley | 4201 N. 16th Street, #250 | Phoenix | | X | X | X |
| 86 | 85021 | Thomson, Sandra | 2255 W. Northern Avenue, #B100 | Phoenix | | X | | |
| 86 | 85032 | Robinson, Charles | 12835 N. 32nd Street | Phoenix | | X | X | X |
| 86 | 85033 | Mathis, Sandra | 7102 W. Thomas, #105 | Phoenix | X | X | X | X |
| 86 | 85208 | Bigelow, Don | 2613 S. Power Road | Mesa | X | | | |
| 86 | 85210 | Means, Janet | 1930 S. Alma School Road, #A-208 | Mesa | | X | | |
| 86 | 85225 | Smith, Betty | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 86 | 85225 | Wyman, Heidi | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 86 | 85251 | Jennings, Julie | 7434 E. Stetson Drive, #160 | Scottsdale | X | X | X | X |
| 86 | 85251 | Rubin, Rebecca | 7434 E. Stetson Drive, #160 | Scottsdale | X | X | X | X |
| 86 | 85282 | Groppenbacher, Nancy | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 86 | 85282 | Wyman, Heidi | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 86 | 85283 | Fenstermacher, Barbara | 1835 E Guadalupe Road, Suite 103 | Tempe | | X | X | X |
| 86 | 85301 | Webster, Deborah | 4444 W. Northern Avenue, C-1 | Glendale | | X | X | X |
| 86 | 85308 | Ballein, Kimberly | 6376 W. Bell Road | Glendale | X | X | X | X |
| 87 | 85003 | Heath, Alex | 1209 South 1st Avenue | Phoenix | | X | X | X |
| 87 | 85003 | Willis, Joyce | 1209 South 1st Avenue | Phoenix | | X | X | X |
| 87 | 85006 | Alexander, Kevin | 1800 E. Van Buren | Phoenix | X | | X | |
| 87 | 85006 | Ali, Shirley | 1010 E. McDowell Suite 301 | Phoenix | | X | X | X |
| 87 | 85006 | Bernstein, Leah | 1010 E. McDowell Suite 301 | Phoenix | | X | X | X |
| 87 | 85006 | Bracy, Lorre | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 87 | 85006 | Branscum, Larry | 2701 N. 16th Street, #316 | Phoenix | | X | | |
| 87 | 85006 | Costa, Jeanette | 1010 E. McDowell, Suite 301 | Phoenix | | X | X | X |
| 87 | 85006 | Eaklor, Pat | 1800 E. Van Buren | Phoenix | X | | X | |
| 87 | 85006 | Eckard, Johnna | 1800 E. Van Buren | Phoenix | X | | X | |
| 87 | 85006 | Engel, Jodi | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 87 | 85006 | Evans, Barry | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 87 | 85006 | Gatundu, Virginia | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 87 | 85006 | Herman, Randi | 1010 E. McDowell Suite 301 | Phoenix | | X | X | X |
| 87 | 85006 | Huey, Thomas | 2701 N. 16th Street, #316 | Phoenix | | X | | |
| 87 | 85006 | King, Wayne | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 87 | 85006 | Knapp, Barbara | 2701 N. 16th Street, #316 | Phoenix | | X | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|---------------------------|---------------------------------------|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 87 | 85006 | Koch, Kenneth | 2701 N. 16th Street, #316 | Phoenix | | X | | |
| 87 | 85006 | Lang, Robert | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 87 | 85006 | McAdam, Deborah | 2701 N. 16th Street, #316 | Phoenix | | X | | |
| 87 | 85006 | McDonald, Beverly | 1010 E. McDowell Road | Phoenix | | X | X | X |
| 87 | 85006 | Sanger, Holli | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 87 | 85006 | Seward, Theresa | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 87 | 85006 | Strini, Peggy | 1830 E. Roosevelt Street | Phoenix | X | | | |
| 87 | 85006 | Tately-Benkendorf, Carole | 1800 E. Van Buren | Phoenix | X | | X | |
| 87 | 85006 | Triscari, Keith | 1800 E. Van Buren | Phoenix | X | | X | |
| 87 | 85006 | Williams, Ann | 2701 N. 16th Street, #316 | Phoenix | | X | | |
| 87 | 85006 | Wintermute, Lisa | 1800 E. Van Buren | Phoenix | X | | X | |
| 87 | 85006 | Young, Jennifer | 2033 N. 7th Street | Phoenix | X | X | X | X |
| 87 | 85008 | Brady, Diane | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Bumpus, Barb | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Cooper, Marianne | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Eisman, Bruce | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Formica, Wayne | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Hight, Stephanie | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Jaffe, Amy | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Johnson, Victoria | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Justice, Cheryl | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Meidt, Donna | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Petri, Deborah | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Schwartz, Diana | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Swanson, Anne | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85008 | Tosca, Carlos | 2255 N. 44 th Street, #240 | Phoenix | | X | | |
| 87 | 85012 | Henson, Sherry | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Atkerson, Sue Ann | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Dautheribes, Therese | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Freeman, Martha | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Freese, Mark | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Goodman, Patrick | 3003 N. Central Avenue Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Greenawalt, John | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Humphries, Marian | 3008 N. 3rd Street, #200 | Phoenix | X | | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|----------------------------|-----------------------------------|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 87 | 85012 | Jackson, Bill | 3008 N. 3rd Street #200 | Phoenix | X | | | |
| 87 | 85012 | Linderman, Monica | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Parham, Clarice | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Paschall, Eugene | 3008 N. 3rd Street, #200 | Phoenix | X | | | |
| 87 | 85012 | Raiford, Amanda | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Robinson, David | 3008 N. 3rd Street, #200 | Phoenix | X | | | |
| 87 | 85012 | Rowshangah, Hayedeh | 3008 N. 3rd Street, #200 | Phoenix | X | | | |
| 87 | 85012 | Sacra, Kimberly | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Sanderl, Joanne | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Shields, Raymond | 3003 N. Central Avenue Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Thorson, Jennifer | 40 E. Mitchell Drive Suite 200 | Phoenix | | X | | |
| 87 | 85012 | Trocki, James | 40 E. Mitchell Drive Suite 200 | Phoenix | | X | | |
| 87 | 85012 | Varela, Janet | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Villano, Larry | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Wakamori, Makoto | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Wharton, Patricia | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85012 | Young, Carol | 3003 N. Central Avenue, Suite 200 | Phoenix | | X | X | X |
| 87 | 85013 | Billman, Stephanie | 1308 W. Camelback Road | Phoenix | X | | | |
| 87 | 85013 | Carl, Sharon | 3603 N. 7th Avenue | Phoenix | X | | | |
| 87 | 85013 | Pettitt, Deborah | 3603 N. 7th Avenue | Phoenix | X | | | |
| 87 | 85013 | Willis, Steve | 110 W. Camelback Road | Phoenix | | X | | |
| 87 | 85014 | Arlinsky, Abra | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 87 | 85014 | Asnien, Faith | 730 E. Highland | Phoenix | | X | | |
| 87 | 85014 | Axford-Hollingshead, Darsi | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 87 | 85014 | Beanblossom, Cynthia | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 87 | 85014 | Beydler-Stanton, Jeanne | 730 E. Highland | Phoenix | | X | | |
| 87 | 85014 | Cohen, Linda | 730 E. Highland | Phoenix | | X | | |
| 87 | 85014 | Hasseltine, Rosalie | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 87 | 85014 | Herb, Christine | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 87 | 85014 | Hirsch-Cordiero, Lisa | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 87 | 85014 | Hudson-Kuster, Robin | 3707 N. 7th Street, #100 | Phoenix | X | X | X | X |
| 87 | 85014 | Judge, Holly | 3707 N. 7th Street, #100 | Phoenix | X | X | X | X |
| 87 | 85014 | Kilgore, Heath | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 87 | 85014 | Marsh, Julie | 3707 N. 7th Street, #100 | Phoenix | X | X | X | X |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|----------------------|-----------------------------------|---------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 87 | 85014 | McCollaun, Ann | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 87 | 85014 | Northey, Suzanne | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 87 | 85014 | Ostanski, Jacqueline | 1530 E. Flower Street | Phoenix | | X | X | X |
| 87 | 85014 | Paquette, Marilyn | 730 E. Highland | Phoenix | | X | | |
| 87 | 85014 | Smith, Grace | 3707 N. 7th Street, #100 | Phoenix | X | | X | X |
| 87 | 85014 | Smithhart, Elizabeth | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 87 | 85014 | Theoharatos, Karen | 1530 E. Flower Street | Phoenix | | X | X | X |
| 87 | 85014 | Vatz, Bonnie | 730 E. Highland | Phoenix | | X | | |
| 87 | 85014 | Weir, Deborah | 3707 N. 7th Street, #100 | Phoenix | X | X | X | X |
| 87 | 85014 | Wilson, William | 3707 N. 7th Street, #100 | Phoenix | X | | | |
| 87 | 85015 | Martin, Rebecca | 1600 W. Camelback Road, Suite 1-E | Phoenix | X | | | |
| 87 | 85015 | Mullally, Mary | 1648 W. Colter #8 | Phoenix | | X | X | X |
| 87 | 85015 | Pinnell, James | 4242 N. 19th Avenue, #100 | Phoenix | X | | | |
| 87 | 85015 | Richi, JoAnn | 1600 W. Camelback Road, Suite 1-E | Phoenix | X | | | |
| 87 | 85016 | Schuderer, John | 4201 N. 16th Street, #250 | Phoenix | | X | X | X |
| 87 | 85016 | Sohus, Ellen | 4201 N. 16th Street, #250 | Phoenix | | X | X | X |
| 87 | 85016 | Sperling, Pamela | 4201 N. 16th Street Suite 250 | Phoenix | | X | X | X |
| 87 | 85016 | Vazquez, Terry | 4201 N. 16th Street, Suite 140 | Phoenix | | | X | X |
| 87 | 85018 | Newton, John | 4222 E. Thomas Road, #150 | Phoenix | | X | X | X |
| 87 | 85018 | Yoder, Sue | 4222 E. Camelback Road, #230H | Phoenix | X | | | |
| 87 | 85019 | Lasko, Laura | 3602 W. Thomas Road, Suite 10 | Phoenix | X | | | |
| 87 | 85021 | Durfy, Lynda | 2255 W. Northern Avenue, #B100 | Phoenix | | X | | |
| 87 | 85021 | Marriott, Sara | 2255 W. Northern Avenue, #B100 | Phoenix | | X | | |
| 87 | 85021 | Reed, Marlene | 2255 W. Northern Avenue, #B100 | Phoenix | | X | | |
| 87 | 85021 | Salacina, Lisa | 7107 N. Black Canyon Highway | Phoenix | X | | | |
| 87 | 85021 | Smith, Camille | 2255 W. Northern Avenue, #B100 | Phoenix | | X | | |
| 87 | 85021 | Wohlforth, Debra | 2255 W. Northern Avenue, #B100 | Phoenix | | X | | |
| 87 | 85029 | Fitch, Michael | 2432 W. Peoria, #1047 | Phoenix | X | | | |
| 87 | 85029 | Anderson, Sandra | 2432 W. Peoria Avenue, Suite 1047 | Phoenix | X | | | |
| 87 | 85029 | Biggs, Christopher | 2432 W. Peoria, #1047 | Phoenix | X | | | |
| 87 | 85029 | Herman, Randi | 2432 W. Peoria Avenue, Suite 1047 | Phoenix | X | | | |
| 87 | 85029 | Levine, Elissa | 2432 W. Peoria, #1047 | Phoenix | X | | | |
| 87 | 85029 | Newman, Gail | 2432 W. Peoria, #1047 | Phoenix | X | | | |
| 87 | 85029 | Quintero, Lora | 2432 W. Peoria, #1047 | Phoenix | X | | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|--------------------------|---------------------------------------|-----------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 87 | 85029 | Scott, Salley | 2432 W. Peoria, #1047 | Phoenix | X | | | |
| 87 | 85029 | Siefken, Sandra | 2432 W. Peoria, #1047 | Phoenix | X | | | |
| 87 | 85029 | Stanford, Julie | 2432 W. Peoria, #1047 | Phoenix | X | | | |
| 87 | 85029 | Young, Kenneth | 2432 W. Peoria, #1047 | Phoenix | X | | | |
| 87 | 85031 | Quintana, Belinda | 4602 W. Indian School Road, #C-3 | Phoenix | X | | X | X |
| 87 | 85032 | Voigtman, Eric | 12835 N. 32nd Street | Phoenix | | X | X | X |
| 87 | 85033 | Lee, Barbara | 7102 W. Thomas Road, #105 | Phoenix | X | X | X | X |
| 87 | 85034 | Stevens, Terry | 3255 E. Elwood, #110 | Phoenix | | X | X | |
| 87 | 85051 | Myers, Bryan | 7725 N. 43rd Avenue, Suite 522 | Phoenix | X | X | X | X |
| 87 | 85051 | Schwartz, Robert | 7725 N. 43rd Avenue, Suite 522 | Phoenix | X | X | X | X |
| 87 | 85201 | Burrier, Linda | 430 N. Dobson, #110 | Mesa | | | X | X |
| 87 | 85201 | Sauer, Rebecca | 430 N. Dobson Road, Suite 110 | Mesa | | | X | X |
| 87 | 85203 | Anderson, Sandra | 1655 E. University | Mesa | X | | | |
| 87 | 85203 | Floda, Tony | 1655 E. University | Mesa | X | X | X | X |
| 87 | 85203 | Herman, Randi | 1655 E. University | Mesa | X | X | X | X |
| 87 | 85203 | Rabino, Debra | 1655 E. University | Mesa | X | X | X | X |
| 87 | 85203 | Rhoton, Philip | 1655 E. University | Mesa | X | X | X | X |
| 87 | 85203 | Schwartz, Carl | 1131 E. University | Mesa | X | | | |
| 87 | 85206 | Boe, Laura | 4540 E. Baseline Road, Suite 112 | Mesa | | X | X | X |
| 87 | 85207 | Leifson, Carolyn | 4540 E. Baseline Road, Suite 112 | Mesa | | X | X | X |
| 87 | 85207 | Tompkinson, Christina | 4540 E. Baseline Road | Mesa | | X | X | X |
| 87 | 85208 | Naegele, Scott | 2613 S. Power Road | Mesa | X | | | |
| 87 | 85210 | David, Susan | 1930 S. Alma School Road, Suite A-104 | Mesa | X | X | X | X |
| 87 | 85210 | Kalandros, Dianna | 310 S. Extension | Mesa | | X | | |
| 87 | 85210 | Kinder, Pamela | 1930 S. Alma School Road, #A104 | Mesa | X | X | X | X |
| 87 | 85210 | McElfresh, William David | 1930 S. Alma School Road, #A104 | Mesa | X | X | X | X |
| 87 | 85210 | Worle, Ellen | 1930 S. Alma School Road, #A104 | Mesa | X | X | X | X |
| 87 | 85213 | Chokey, Darin | 3505 E. University Drive | Mesa | X | | | |
| 87 | 85217 | Munion, Michael | P.O Box 3160 | Apache Junction | X | | X | X |
| 87 | 85225 | Banken, Paula | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 87 | 85225 | DeMik, Laurie | 2190 N. Grace Boulevard | Chandler | X | | | |
| 87 | 85225 | Drew, Kathryn | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 87 | 85225 | Jarecki, Michael | 2190 N. Grace Boulevard | Chandler | X | | | |
| 87 | 85225 | Jones, Nava | 600 W. Ray Road, Suite A1 | Chandler | X | | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|----------------------------------|-------------------------------|-----------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| 87 | 85225 | Linkin, Lisa | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 87 | 85225 | Martaney, Gigi | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 87 | 85225 | McCullough, Thomas | 2190 N. Grace Boulevard | Chandler | X | | | |
| 87 | 85225 | Northey, Suzanne | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 87 | 85225 | Talamante, Maria | 600 W. Ray Road, Suite A1 | Chandler | X | | | |
| 87 | 85251 | Menichello, Jennifer | 7434 E. Stetson Drive | Scottsdale | X | X | X | X |
| 87 | 85251 | Ostby, Timothy | 7434 E. Stetson Drive #160 | Scottsdale | X | X | X | X |
| 87 | 85282 | Anderson, Pati | 3910 S. Rural Road, Suite J | Tempe | | X | X | X |
| 87 | 85282 | Bertout, Dianna | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 87 | 85282 | Bolte, Cheryl | 3910 S. Rural Road, Suite J | Tempe | | X | X | X |
| 87 | 85282 | Edalation, Nezhat | 3910 S. Rural Road, Suite J | Tempe | | X | X | X |
| 87 | 85282 | Grant, Joseph | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 87 | 85282 | Jennings, Mary Lou | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 87 | 85282 | Larson, Laura | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 87 | 85282 | Talamante, Maria | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 87 | 85282 | Westly, James | 1232 E. Broadway, #120 | Tempe | X | X | X | X |
| 87 | 85283 | Scooler, James | 8202 S. Avenida Del Yaqui | Guadalupe | X | | X | X |
| 87 | 85301 | Arrieta, Andrea | 4444 W. Northern Avenue, C-1 | Glendale | | X | X | X |
| 87 | 85301 | Levenstone, Robin | 5334 W. Northern Avenue, #110 | Glendale | X | X | X | X |
| 87 | 85301 | Meadows, Georgiana | 4444 W. Northern Avenue, C-1 | Glendale | | X | X | X |
| 87 | 85301 | Mill, Kristine | 6829 N. 57th Avenue | Glendale | X | | | |
| 87 | 85301 | Radke, Kris | 4444 W. Northern Avenue, C-1 | Glendale | | X | X | X |
| 87 | 85301 | Wales, Steve | 4444 W. Northern Avenue, C-1 | Glendale | | X | X | X |
| 87 | 85301 | Weir, Theresa | 4444 W. Northern Avenue, C-1 | Glendale | | X | X | X |
| 87 | 85302 | Cox, Stephanie | 6015 W. Peoria | Glendale | X | | | |
| 87 | 85302 | Dodd, Lisa | 6153 W. Olive Avenue, Suite 1 | Glendale | X | | | |
| 87 | 85302 | Ginsberg, Steven | 6153 W. Olive Avenue, Suite 1 | Glendale | X | | | |
| 87 | 85302 | Mourning, RoxAnne | 6015 W. Peoria | Glendale | X | | | |
| 87 | 85302 | Rhodes, Madison | 6153 W. Olive Avenue, Suite 1 | Glendale | X | | | |
| 87 | 85302 | Saverino, Frank | 6153 W. Olive Avenue, Suite 1 | Glendale | X | | | |
| 87 | 85308 | Malasnik, Audrey | 6376 W. Bell Road | Glendale | X | X | X | X |
| 87 | 86312 | Fedorschak, Vijaya | P.O Box 26485 | Prescott Valley | X | | | |
| 87 | 86312 | Golowacz, Anna | P.O Box 26485 | Prescott Valley | X | | | |
| A2 | 85008 | Triple R Behavioral Health, Inc. | 3222 E. Harvard, #1 | Phoenix | | X | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|---|---|------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| A2 | 85016 | Triple R Behavioral Health, Inc. | 3105 E. Fairmount #2 | Phoenix | | X | | |
| A2 | 85029 | Foundation for Senior Living | 3126 W. Columbine | Phoenix | | X | | |
| A2 | 85029 | Foundation for Senior Living | 3367 W. Surrey Avenue | Phoenix | | X | | |
| A2 | 85036 | Foundation for Senior Living | 14633 N. 55 th Avenue | Glendale | | X | | |
| A2 | 85051 | Triple R Behavioral Health, Inc. | 8429 N. 27 th Avenue #120 | Phoenix | | X | | |
| A2 | 85051 | Triple R Behavioral Health, Inc. | 8313 N. 27 th Avenue #165 | Phoenix | | X | | |
| A2 | 85053 | Foundation for Senior Living | 3916 W. Evans | Phoenix | | X | | |
| A2 | 85225 | Triple R Behavioral Health, Inc. | 2141 N. Evergreen Street Building #22 and #1049 | Chandler | | X | | |
| A2 | 85254 | Devereux Arizona | 6439 E. Eugie Terrace | Scottsdale | X | | | |
| A3 | 85006 | Goodwill Industries of Central Arizona, Inc. | 417 N. 16 th Street | Phoenix | | X | | |
| A3 | 85006 | Survivors On Our Own | 2144 E. Roosevelt Street | Phoenix | | X | | |
| A3 | 85006 | Tetra Corporation | 2222 N. 24 th Street | Phoenix | | X | | |
| A3 | 85006 | Mentally Ill Kids In Distress | 755 E. Willetta Street | Phoenix | X | | | |
| A3 | 85008 | Dorothy Kret & Associates | 2106 N. 24 th Street, #A | Phoenix | | X | | |
| A3 | 85012 | Triple R Behavioral Health | 40 E. Mitchell Street, #200 | Phoenix | | X | | |
| A3 | 85014 | Family Involvement | 1430 East Indian School Road, #110 | Phoenix | X | | | |
| A3 | 85016 | Focus Employment | 4620 N. 16 th Street, #D-107 | Phoenix | | X | | |
| A3 | 85016 | WEDCO Employment Center, Inc. | 5151 N. 16 th Street, #E-124 | Phoenix | | X | | |
| A3 | 85017 | Marc Center Behavioral Health Services | 2910 N. 35 th Avenue, #6 | Phoenix | | X | | |
| A3 | 85021 | Survivors United | 5225 N. 19 th Avenue, #214 | Phoenix | | X | | |
| A3 | 85021 | Valley of the Sun School and Habilitation Center | 1142 W. Hatcher Road | Phoenix | | X | | |
| A3 | 85032 | North Phoenix Visions of Hope Center | 15044 N. Cave Creek, Road #2 | Phoenix | | X | | |
| A3 | 85201 | Marc Center Behavioral Health Services | 924 N. Country Club Drive, Bldg. 3 | Mesa | | X | | |
| A3 | 85201 | Survivors Educating Loving Family & Friends, Inc. | 340 W. University, #19 | Mesa | | X | | |
| A3 | 85212 | Valley of the Sun School and Habilitation Center | 7001 W. Williams Field Road, #210 | Mesa | | X | | |
| A3 | 85335 | Rio Salado Behavioral Health Systems, Inc. | 12329 NW Grand Avenue, Suite F | El Mirage | X | | | |
| B1 | 85006 | Youth Development Institute | 1830 E. Roosevelt | Phoenix | X | | | |

| Provider Type # | Zip Code | Provider Name | Provider Street Address | City | Populations Served | | | |
|-----------------|----------|---|--|-----------------|--------------------|-----|-----|----|
| | | | | | Child | SMI | GMH | SA |
| B1 | 85225 | Parc Place | 2190 N. Grace Boulevard | Chandler | X | | | |
| B3 | 85203 | Prehab/Westside Social Services | 3505 E. University | Mesa | X | | | |
| B3 | 85203 | Prehab/Westside Social Services | 1131 E. University | Mesa | X | | | |
| B3 | 85203 | Prehab/Westside Social Services | 960 W. Stapley | Mesa | X | | | |
| B3 | 85208 | Prehab/Westside Social Services | 2613 S. Power Road | Mesa | X | | | |
| B3 | 85257 | The New Foundation | 1200 N. 77 th Street | Scottsdale | X | | | |
| B3 | 85302 | Arizona Baptist Children's Services | 6015 W. Peoria Avenue | Glendale | X | | | |
| B3 | 85713 | Arizona's Children Association | 2700 S. 8 th Avenue | Tucson | X | | | |
| B3 | 86312 | Mingus Mountain Estate Residential Center, Inc. | P.O Box 26485 | Prescott Valley | X | | | |
| B5 | 85007 | Southwest Behavioral Health Services | 1424 S. 7 th Avenue, Building A | Phoenix | | X | X | |
| B5 | 85007 | Southwest Behavioral Health Services | 1424 S. 7 th Avenue, Building B | Phoenix | | X | X | |
| B5 | 85008 | META Services Inc. | 2601 E. Roosevelt | Phoenix | | X | X | X |
| B5 | 85345 | META Services Inc. | 11361 N. 99 th Avenue, #402 | Peoria | | X | X | X |
| B6 | 85008 | Community Bridges: East Valley Addiction Treatment Center | 2770 E. Van Buren | Phoenix | | X | X | X |
| B6 | 85204 | Community Bridges: East Valley Addiction Treatment Center | 560 S. Bellview | Mesa | | X | X | X |

g. Securing Additional Needed Provider Services

A comprehensive network of providers is essential to meet the needs of Maricopa County behavioral health consumers. The Letters of Intent and Provider Listing in *Volume 2.e* and *2.f* reflect the extensive array of service providers that have expressed written intent to contract with ValueOptions to provide services to meet the minimum network requirements identified in *Volume 2.c*. Please see *Volume 2.c*, Minimum Network Requirements, and *Volume 2.d*, Network Sufficiency Assumptions and Model, for an analysis of existing capacity by service/provider and identification of services requiring capacity development.

In most cases, the Letters of Intent and Provider Listing reflects accurately the services that ValueOptions will have in place on July 1, 2004, including many areas identified for capacity development. However, certain areas will need further development prior to July 1, 2004. Described below is how we will provide these network services.

Children's Habilitation Services

ValueOptions is working with two Habilitation (Provider Type 39) providers to provide in-home services to ValueOptions-enrolled children. Contracts with these two provider agencies should be final by January 1, 2004.

Level II Behavioral Health Residential

ValueOptions is in the process of expanding our contract with Ebony House to provide an additional 10 female adult Level II residential placements. These placements are designed to accommodate pregnant women who are chemically dependent, as well as women with children. This program is scheduled to open in December 2003.

By July 1, 2004, ValueOptions will have developed these additional network services to ensure that the needs of behavioral health consumers are met. We will continually monitor the network to ensure that ongoing access and availability of services are maintained.

h. Assessment of Recipient Cultural and Linguistic Needs

The racial and ethnic minority population of Maricopa County represents a substantial segment of the total population. All of the major population groups, including African-American, Asian-Pacific Islander, Native American, and Latino continue to grow at a disproportionate rate when compared to the non-Hispanic White population. Other groups that do not constitute a large numerical presence are nevertheless a vibrant part of the expanding cross-cultural community. This rich context of diverse traditions, beliefs, value systems and languages constitutes a challenge for a culturally competent behavioral health services system. ValueOptions has accepted this challenge and continues to build a system of services that can meet the needs of all individuals by systematically addressing cultural barriers and focusing on unique strengths.

The assessment of cultural and linguistic needs of consumers and family members requires a multi-level analysis, starting with the demographic profile of the community to be served and including an evaluation of the unique characteristics of the individual consumer. At each stage, a plan, relevant data, competent persons who can perform the necessary evaluation, and adequate resources are the basic requirements.

Assessing the Cultural and Linguistic Needs of Consumers and Families—Demographic Profile of Maricopa County

Maricopa County is characterized by rapid population growth, especially among minority groups. As shown in Figure 2h.1, from 1990 to 2000, the minority population of the county more than doubled, growing by 114 percent. Within this segment, the Latino population increased by 121 percent; Asian-Pacific Islanders by 95 percent; African Americans by 54 percent; and Native Americans by 46 percent. The non-Hispanic White population grew by 32 percent. The Latino population now constitutes 24.8 percent of the County's population. The composition of the Latino population ranges from persons who trace their heritage to the early colonial period of the seventeenth century to those who are recent arrivals. It is important to note that a substantial proportion of the Latino growth is from more recent immigrants, whose native cultural and linguistic preferences are closer to those of their country of origin. This factor has significant implications for service program design and development.

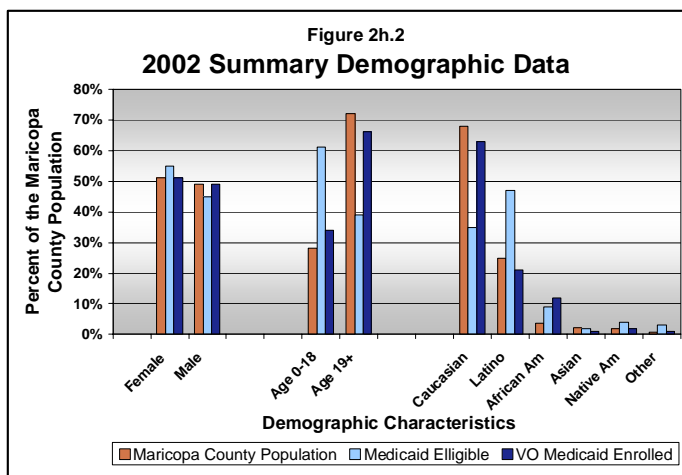
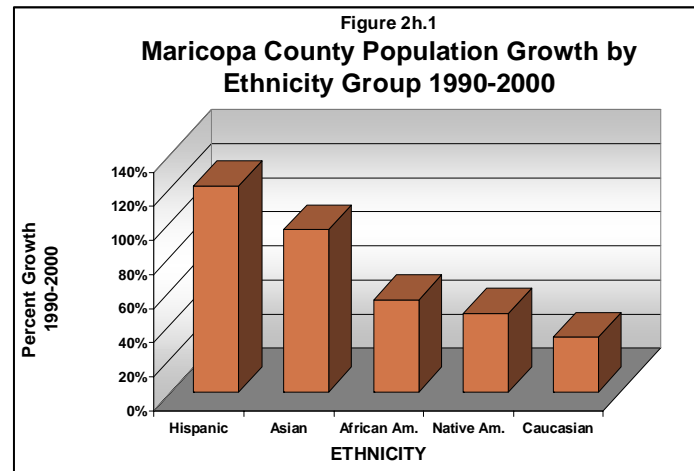


Figure 2h.2 compares the demographic characteristics of Maricopa County Medicaid eligibles and ValueOptions enrollees with the demographic characteristics of the overall Maricopa County population, based on census data for calendar year 2002. The Medicaid population is very different from the general population. It is slightly disproportionately female. The most dramatic differences, however, are those of age and ethnicity. While only about 28 percent of the county is under the age of 18, 61 percent of the Medicaid population is under 18. The Medicaid population is also disproportionately minority. While approximately one third of the total population of Maricopa County is minority, almost two thirds of the Medicaid population is minority.

Current Efforts to Meet Cultural and Linguistic Needs

ValueOptions has worked to address the cultural and linguistic needs of consumers and their families for some time. We developed our initial Cultural Competence Plan in 2001. The development of a culturally competent system is a developmental process that requires time and a sustained effort. The current plan adopts the guiding principles for Managed Mental Health Services from the Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, Department of Health and Human Services (DHHS). In addition, the National Standards on Culturally and Linguistically Appropriate Services in Health Care (CLAS) from the Office of Minority Health, DHHS are used to assess and guide the service delivery system. The plan was integrated into ValueOptions and provider network programs and is a strategic approach for achieving cultural competency. This approach includes several objectives that must be accomplished to achieve the goal of cultural competency within the service delivery system. The plan is actively maintained by ongoing evaluation of progress in meeting objectives and an annual review and update of the plan itself. The Action Plan portion of the Cultural Competence Plan guides ValueOptions and the provider network toward culturally competent programming.

The ValueOptions Cultural Competency Committee is a policy-level, decision-making body responsible for initiatives related to cultural competency. The Chief Executive Officer (CEO) and the Vice President of Network Management and Program Development co-chair the committee. Membership also includes the ValueOptions Chief Clinical Officer and the Vice President for Clinical Programs/Direct Service, as well as CEOs of our largest provider agencies and members of the community reflective of diversity. This structure is consistent with the *Arizona System Principles for Cultural Competency*. The committee also incorporates the *Principles for Persons with Serious Mental Illness* and the *Arizona Children's System Vision and Principles* as part of its guiding philosophy.

ValueOptions' Cultural Competency Committee reviews and analyzes multiple data sets and uses several data-driven strategies to assess the cultural needs of behavioral health consumers and their family members, including the following: demographic data, Medicaid eligibility data, enrollment and intake data, and penetration rates. An initial question was whether ethnicity is a factor in receiving behavioral health care. As shown in the preceding Figure 2h.2, ValueOptions Medicaid eligibility data for various demographic groups were compared to Medicaid enrollment data. It is obvious that the proportion of behavioral health recipients varies by ethnicity. It should be noted, however, that this data serves as a proxy measure of epidemiology. There is considerable debate in the research literature on the best approach for measuring clinical need across various cultural groups.

Taken as a whole, the data on enrollment and eligibility show a markedly lower rate of utilization for Latinos, compared to their representation in the Medicaid population. The data for the Latino population demonstrate the disproportionate under-utilization of services for this group. While Latinos represent nearly half of the eligible Medicaid population, (47 percent), they constitute only 21 percent of the enrolled. In comparison, African Americans represent 9 percent of the eligibles, but comprise 12 percent of the enrolled. This relationship between Latino and African American utilization of public mental health services is consistent with national statistics. The non-Hispanic White population comprises 35 percent of the eligibles, but 63 percent of enrolled.

The data can be further analyzed for each of the three major service groups, children, GMH/SA adults, and persons with serious mental illness, as presented in Figures 2h.3, 2h.7 and 2h.8. For children (Figure 2h.3), it is apparent that their access to care and consequently the expenditure of resources is disproportionately low. Specifically, 57 percent of Medicaid eligible children are Latino children, 31 percent are enrolled, but receive only 23 percent of total expenditures. Conversely, 26 percent of non-Hispanic White children are eligible but make up 52 percent of enrolled and receive 58 percent of the resources.

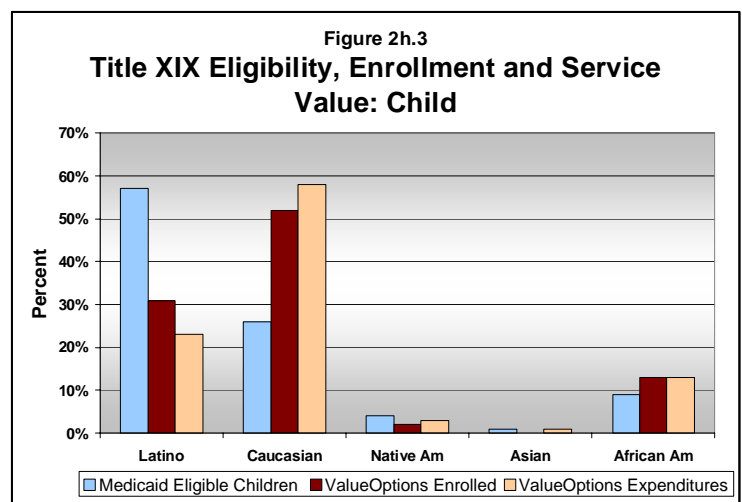
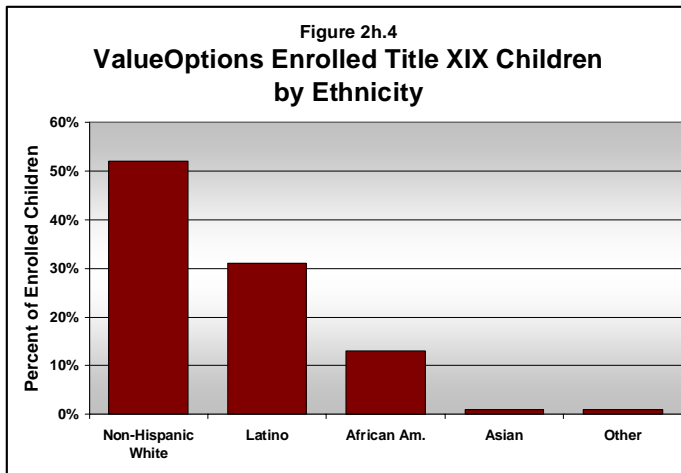


Figure 2h.4 shows the distribution of ValueOptions-enrolled Title XIX children by ethnicity.

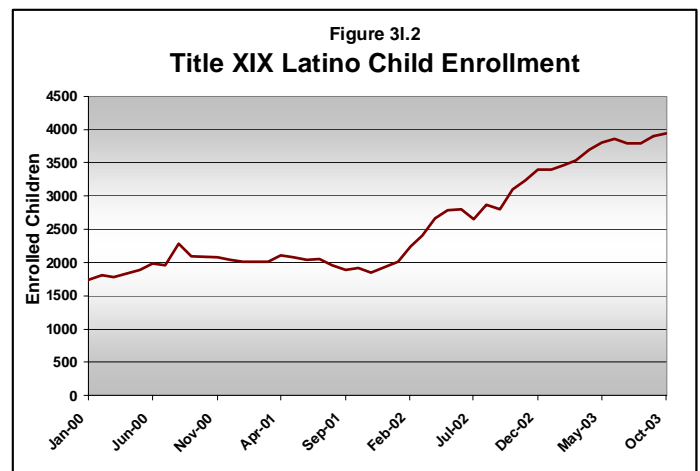
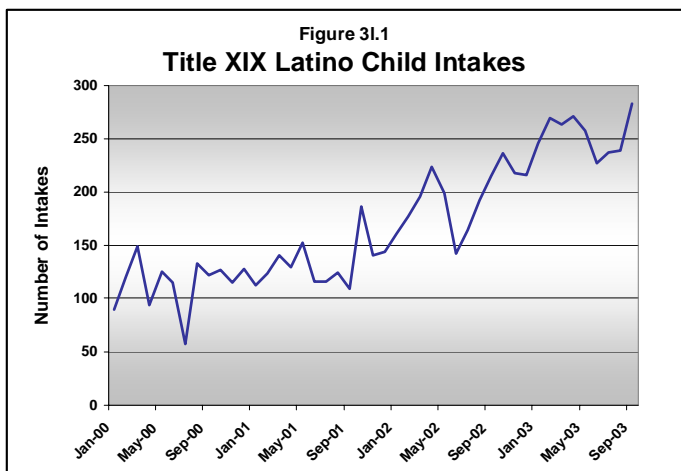


The Latino Youth Initiative was developed to address the disparity demonstrated in these findings. Service targets were established and included in provider agency contracts beginning in July 2002. The goal was to bring the number of enrolled Latino youth up from 28 percent (the percent enrolled in 2000 when the data was originally run), to 40 percent by February 2003. Targets were monitored and incentive payments were made to the providers that met their Latino Youth Initiative targets as of that date. The 40 percent target remains a goal for the 2003-2004 fiscal year. ValueOptions conducts an ongoing incentive program and monitors progress through reports generated every two weeks.

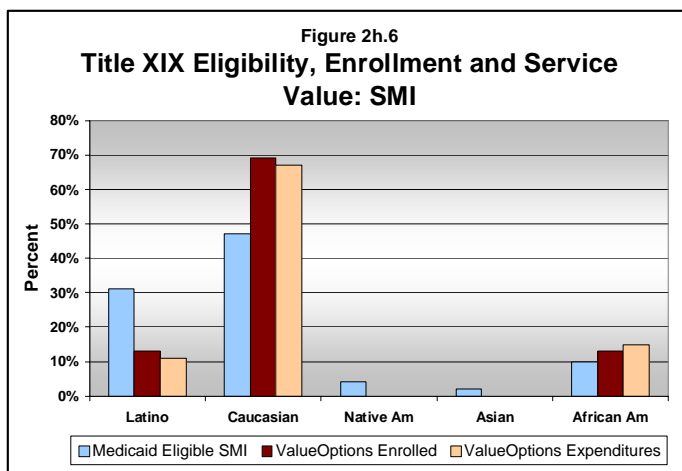
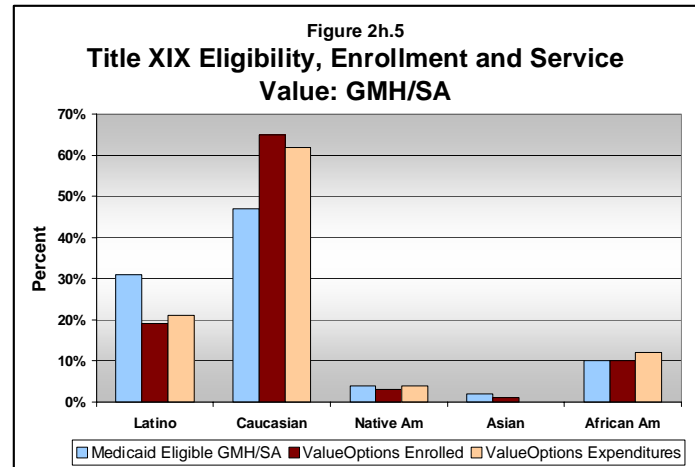
Progress has been made toward the goal. In July 2001, the percentage of Latino children enrolled with ValueOptions was 28.60 percent and in September of 2003 it was 33.59 percent. Figure 3l.2 shows our progress in increasing the enrollment of Latino children since the inception of the Latino Youth Initiative.

Based on an analysis of intake information, which is viewed as the leading indicator of future changes in enrollment, Latino children are entering our system in increasing numbers. The number of intakes for Latino youth has been rising significantly since July 2001, as shown in Figure 3l.1.

More importantly the proportion of intakes has risen. In August of 2001, Latino children comprised 30.55 percent of children receiving intakes. By September 2003, the percentage had increased, and 42.00 percent of children receiving intakes were Latino. ValueOptions is currently looking at length of stay and retention in treatment data by provider to identify those most successful in engaging Latino youth and families.



With respect to the General Mental Health/Substance Abuse (GMH/SA) population (Figure 2h.5), services to the Latino population are disproportionately low. Latinos comprise 31 percent of those eligible, 19 percent of the enrollees and receive 21 percent of expenditures. Non-Hispanic Whites, however, constitute 47 percent of the Medicaid eligible, but receive 62 percent of expenditures. African Americans and American Indians are receive services proportionate to their enrollment percentage.



With regard to the consumer population with serious mental illness (Figure 2h.6), Latinos represent 31 percent of those eligible, 13 percent of the enrollees and receive 11 percent of expenditures. American Indians comprise 4 percent of eligibles and receive 2 percent of expenditures. Non-Hispanic Whites constitute 47 percent of eligibles, but receive 67 percent of expenditures. African Americans with serious mental illness show a somewhat better profile with 10 percent eligibles and 15 percent of expenditures. The data for Asian consumers with serious mental illness—2 percent eligible and 4 percent expenditures—is noteworthy, since, historically, this group has tended to under-utilize services.

The data in the above figures represent a broad comparison of expected utilization by group. While service utilization and expenditures do not directly address the issue of clinical need, they do provide a baseline of service system performance. In the course of program design and ongoing management, such data can be compared to research findings regarding the known epidemiology of various consumer groups.

We also examined penetration rates for each group, comparing the proportion Medicaid eligibles who are enrolled. The following table presents data on penetration rates for each ethnic group. The data suggests significant differences in rates. Penetration rates are affected by many factors, including differences in age groups, education, help-seeking and symptom recognition, accessibility to care, as well as other factors. There also have been substantial changes in the service system and an increasing number of Medicaid eligibles. For all three groups, children, GMH/SA, and SMI the penetration rates are disproportionately low for Latinos relative to non-Hispanic Whites. Although there are a number of relationships to explore in these data, ValueOptions has chosen to make children a priority. This is in part because almost 60 percent of the Medicaid children are Latino. It is the largest group numerically and the growth rate is high. Over 40 percent of the children in Maricopa County under the age of 18 are Latino. Additionally this group has a larger proportion under the age of 5, which implies that presentation rates will likely increase over the next 5 years. Currently, Latino children are only about one third as likely as non-Hispanic White children to enter the behavioral system. Although the reasons may be complex, it is assumed that a key factor is the extent to which existing programs are culturally responsive.

| Title XIX Medicaid Penetration Rates for 2002 | | | |
|---|-------|--------|-------|
| Ethnic Group | Child | GMH/SA | SMI |
| American Indian | 2.17% | 5.24% | 1.79% |
| Asian | 1.12% | 1.77% | 6.78% |
| African American | 6.99% | 8.17% | 7.61% |
| Latino | 2.61% | 4.92% | 2.38% |
| Non-Hispanic White | 9.50% | 10.68% | 8.39% |
| Total | 4.86% | 7.80% | 5.79% |

It is also useful to analyze the geographic distribution of Medicaid eligibles. ValueOptions examines ZIP code based geographic enrollment rates and penetration rates by Medicaid eligibility among various ethnic and age groups. ZIP codes are stratified at three levels: high, medium, and low representation of eligible population. The areas designated as high represent areas with greater than 25 percent of Medicaid eligible individuals in that zip code. The data show that the penetration rate for children in the high ZIP codes is below the average penetration rate for all children. As an example, penetration rates for Latino children in the high ZIP codes are below average when compared with the overall penetration rate of Latino children. Thirty-one (31) percent of all Medicaid eligible children live within the top 10 ZIP codes. Almost half of Latino Medicaid eligible children live within the top 20 ZIP codes. Similar analyses for GMH/SA and SMI populations suggest a need for increased services within the ZIP codes that contain high concentrations of eligible minority children and adults.

The analysis of geographic concentrations of under-served cultural groups also leads to an examination of the location of service facilities. Aside from issues of available transportation and other mobility issues, the importance of the neighborhoods and schools for minority populations—as well as other populations—is well established. Consumers often prefer to receive services close to their place of residence or in their schools. Outreach programs and facilities, including mobile teams, are often effective in breaking down the barriers that contribute to problems in access to appropriate care. Local services tend to increase the participation of family members and “cultural helpers” in the treatment process. Clearly, such programs and facilities must be staffed by culturally responsive providers who understand the culture and languages of the community.

Individual Assessment

Practitioner skill is essential in ensuring an accurate assessment of cultural need, including linguistic preference. The mental health practitioner must be capable of overcoming cultural and linguistic differences to assist the consumer in identifying specific skills or deficits needed to develop an accurate diagnostic assessment. Practitioners can misunderstand many help-seeking behaviors and culture-bound beliefs about illness and recovery, leading to an inaccurate course of treatment. The misdiagnosis or misapplication of diagnostic criteria regarding persons from different racial, ethnic, and cultural backgrounds continues to be among the most serious problems in mental health services systems. Such assessment errors can contribute to missed opportunities in achieving early success in treatment, increase overall cost, and result in under-utilization of services. In addition, failure by clinicians to adequately assess cultural need will likely negate a welcoming environment and may cause consumers to withdraw from care. The Maricopa County service delivery system requires additional training in assessment of cultural needs across the spectrum of racial and ethnic populations. A redesign of the assessment and treatment planning process will focus on methods to engage and address the individual and family within their defined cultural context.

To implement the *Arizona System Principles for Cultural Competency* and to improve overall system performance in assessing individual cultural need, ValueOptions will, in addition to those measures defined in *Volume 3.1*:

Ensure Competent Assessment – Documentation of cultural considerations is now a major focal point in ValueOptions training modules. ValueOptions is conducting formal training on the new ADHS/DBHS Assessment, which has significant areas of focus on cultural considerations within the Core Assessment and the Strengths/Social/Cultural addendum, focusing on living, environment, family situation, and relationships of support that are incorporated into the treatment plan.

Provide Cultural Competence Training – Under the direction of the Cultural Competency Committee, a survey with contracted providers was conducted to determine the areas of need with a focus on building the cultural competency skills of clinicians. On the basis of survey findings, several training modules were developed and practitioners are being trained across the system. Besides training on core issues of culture, race, and ethnicity as they impact mental health and mental illness, ValueOptions has also offered training on traditional healing, spirituality and change, and deaf and hearing impairment awareness.

Implement Initiatives to Better Assess Cultural Needs – In further commitment to underrepresented minority population, a community development project with the People of Color Network (PCN) was initiated. PCN assembled provider experts recognized in our community for their expertise in assessing and meeting cultural needs. Over the coming year, ValueOptions and PCN will identify effective methods of assessment used within these organizations and will develop additional training and mentoring for other segments of the system.

Closely Monitor and Evaluate Assessment of Individual Need – ValueOptions will use its extensive quality management and network monitoring functions to evaluate the effectiveness of assessment. Our monitoring tools include the 77-item Consumer Report Card used at the Direct Service Sites that specifically asks consumers about whether ValueOptions Direct Services meet their unique cultural needs. Since February 2002, we have monitored our providers for their implementation of the CLAS Standards.

Meeting Cultural and Linguistic Needs of Consumers and Family Members

The method employed by ValueOptions to identify the needs and preferences of consumers with regard to language is discussed in detail in *Volume 2.r*. The challenge in this area is the recruitment and retention of qualified practitioners at all levels.

Assessment of Linguistic Preference

The most accurate information regarding language preference of specific behavioral health recipients and their families is that identified at time of enrollment and initial assessment. To provide a more accurate and up-to-date assessment of behavioral health recipient language preferences and to determine and solidify linguistic staffing targets for individual provider agencies, ValueOptions added a field to the intake and enrollment form to record data regarding the language preference of all new consumers entering the system. This information will also be captured for existing consumers as additional assessments are completed. A complete data set is anticipated by June 30, 2004.

Analysis of this new information will be used to establish specific, contractually required, minimum language-related staffing requirements for every provider within the network. As is already in effect in the example of the Latino Youth Initiative, provider contracts will include incentives to meet these targets where appropriate.

Linguistic Capacity Survey

Twice annually, the ValueOptions Network Operations Unit conducts the Linguistic Capacity Survey. This survey is completed by all contracted network providers to identify current linguistic capabilities by number, location and language. Information gathered through this process is entered into the network database and is used to generate two reports: Language Capabilities by Provider, and Language Capabilities by Language. The Network Operations Unit then distributes this information to all ValueOptions Departments, especially the Access Line, Customer Service, and Direct Service Sites to assist staff in making appropriate referrals for service and in securing interpreter services if needed. The information is also provided to all contracted providers within the network. This survey process will continue for the next contract term. Utilization of interpreter services is currently reviewed monthly with respect to frequency of use, type of language interpretation requested, timeliness of service delivery, quality of service, availability, and accessibility. This practice also will continue.

ValueOptions intends to add a review of consumer linguistic preferences compared with existing provider capabilities to the agenda of ValueOptions Provider CEO meetings, to occur no less than twice per year. This forum with providers will emphasize the importance of cultural competency, monitor progress, provide feedback about implementation issues, and share successful practices that can be replicated.

Recruitment and Retention of Bilingual Service Providers

The most important component to our service delivery system is the workforce. Recruiting and retaining a workforce that mirrors the population we serve has become a priority. Bilingualism, cross-cultural skills, and direct knowledge of high-risk neighborhoods are essential in meeting the cultural and linguistic need of our consumers and families. Bilingual candidates are in great demand in the private sector. ValueOptions has realized that further progress requires securing and retaining such staff.

ValueOptions believes that the behavioral health system requires an infusion of bilingual individuals across governing boards, administration, behavioral health professionals, behavioral health technicians, and paraprofessionals. Each of these areas requires different strategies for recruitment and retention to reflect the differing education and experience profiles of suitable candidates. Initially, targets will be set regardless of role, although these goals will be reviewed as the overall

percentage of people served approaches that required by need and preference analysis. The general target is to have at a minimum a percentage of bilingual Spanish-speaking Direct Service staff members proportionate to the Latino representation in the population. Increasing bilingual capacity may help to improve enrollment and retention for Latino consumers. The eventual goal is to ensure that all levels of provider organizations reflect this linguistic mix.

To drive progress in this area, ValueOptions has developed a number of initiatives and continues to develop others to ensure that recruitment mechanisms are in place to attract bilingual staff at all levels. While also discussed in *Volume 2, items s and m*, below are initiatives in the areas of outreach, recruitment, retention, and ongoing training.

Outreach

Innovative approaches are required to successfully outreach to bilingual communities and groups to increase recruitment of staff. The following initiatives are planned to commence during 2004:

- ValueOptions will, in partnership with Arizona State University, the University of Arizona, Northern Arizona University, University of Phoenix, Ottawa University and other major teaching institutions, increase the availability of internships within ValueOptions and provider agencies for bilingual students. We will continue to seek to influence course options and content to better reflect the needs of the Maricopa behavioral health system.
- ValueOptions will seek to identify universities in North and Central America that offer behavioral health related courses and a history of the enrollment of minorities of similar cultural and linguistic origin to those residing in Maricopa County. We will seek to develop initiatives to facilitate internships, exchange programs, and recruitment.
- We will work with ADHS/DBHS to modify and or adjust credentialing requirements to authorize holders of qualifications from foreign educational institutions to work in Arizona, subject to obtaining recognized certification if required.
- In partnership with junior colleges, ValueOptions will develop a specialized two-year culturally competent behavioral health training program at the associate's degree level. This program will target bilingual students for employment within the behavioral health system, and may include financial assistance for tuition and books. Job placement will be guaranteed for all successful graduates.
- ValueOptions will, by March 30, 2004, have created and staffed a new Community Relations Department. The Executive Director of Community Relations will have responsibility for cementing group and individual links with neighborhood leaders in target communities designed to develop advocates for several areas of the behavioral health system, including fostering interest in behavioral health career opportunities.
- In partnership with the Department of Economic Security/Division of Employment and Rehabilitation Services (DES/DEERS), we will seek to employ qualified bilingual candidates from around the state who are registered with Job Service offices. Further, we will work with RSA to identify bilingual individuals with physical or mental disabilities for behavioral health care career training and employment within the behavioral health system.
- We will conduct ongoing outreach to high schools and vocational and technical schools throughout the county designed to foster interest in behavioral health care careers among minority youth and young adults. This effort will include opportunities for career exploration for young students, and establishment of a volunteer mentoring program for Latino and other minority students who identify behavioral health care as a career choice.
- ValueOptions will continue to hire peers and family members to provide direct care, thus creating opportunities to draw upon members of the bilingual community who have an interest in the helping professions.

Recruitment

The Human Resources Cultural Competence Workgroup will develop an action plan for system-wide recruitment and retention. This group will complete an analysis of what resources are available to enhance recruitment and retention and develop a formal action plan by March 1, 2004. Identified elements of this plan are given below:

- ValueOptions will require service providers (including ValueOptions) to employ a minimum of 15 percent of Direct Service staff that are bilingual beginning July 1, 2004. Every year thereafter we will require the percentage of bilingual staff to increase by 15 percent, until the necessary staffing standards are attained. This increase will be monitored through surveys.
- ValueOptions will employ a bilingual Recruitment Specialist responsible for coordination of recruitment activities for all levels of employment for providers and ValueOptions. Activities will include arranging job fairs in suitable locations that target the recruitment of bilingual candidates and pooling resumes throughout the network.

- We will recruit Latino and other minority families to fulfill roles as Specialized Foster Care providers for youth in the care and custody of the state.
- ValueOptions will expand the use of Spanish language media, including national and local press, radio, and television. In addition, local community- and faith-based organizations' publications and facilities will be targeted.

Retention

ValueOptions currently has a pay differential for bi-lingual staff. ValueOptions will seek to further expand the use of differential pay structures for accredited bilingual individuals in Direct Service employment and of incentive structures for provider agencies meeting general contractual levels and/or initiative specific incentives for bilingual recruitment and retention. ValueOptions is evaluating enhanced accreditation to reflect clinical linguistic capabilities as well as conversational competency.

ValueOptions offers employees intermediate Spanish training at no cost to develop fluency and awards a pay differential on successful achievement of satisfactory fluency.

Additional staff retention activities are presented in *Volume 2.s*.

i. Organizational Coordination of Service Demand and Capacity

Coordination is critical to our continued success in ensuring that service demands are matched with sufficient service capacity. ValueOptions has developed strong clinical, network and quality management (QM) functions that have responsibility for ensuring that this coordination occurs. Examples of ValueOptions' success in significantly increasing service capacity to meet demand include the addition of more than 1,500 housing units, the development of many specialty services, and the implementation of Child and Family Teams. Coordination between clinical, network and quality management (QM) functions made this expansion possible.

The following sections present information regarding how our clinical, network and QM functions will work in the future to ensure coordination between service demand and service capacity. Coordination occurs at all levels of each function, and will include executive management level coordination, ongoing staff level coordination, and aggregation, analysis and exchange of data and reports. In the sections that follow, we will:

- describe the primary roles and responsibilities of each function as they contribute to the coordination of service demand and capacity;
- describe executive management and staff level coordination;
- provide examples of data and information used by each function in the coordination process; and
- describe coordination enhancements.

Primary Department Functional Roles and Responsibilities

The clinical function of ValueOptions identifies service demand by assisting consumers and family members to choose and access services, and will be overseen by the new Chief Clinical Officer. The primary responsibility of the clinical function is to:

- identify service demand, including the need for specialized services;
- provide information regarding network sufficiency by identifying services needed but not available for specific consumers;
- identify access to care issues to inform the network sufficiency analysis function;
- establish clinical care criteria that become the basis for determining needed services for consumers;
- work with program staff of the Network Management and Program Development Department to identify and implement clinical models based on principles;
- work with QM to establish quality standards by which to assess ValueOptions Direct Services and provider services; and
- monitor service utilization to help identify quality of care and capacity issues in the provider network.

The network function of ValueOptions identifies service capacity through procurement and contracting activities. The primary responsibilities of the Network Management and Program Development Department are to:

- continually monitor available service capacity in the provider network through provider surveys;
- analyze and trend census and population data to inform the network development process;
- establish network sufficiency standards using data supplied by clinical, QM and other sources;
- analyze network sufficiency by comparing current service capacity to needed capacity; and
- implement procurement strategies to obtain needed services.

The QM function ensures service quality, and monitors both service demand and service capacity. The QM function will be overseen by the Chief Medical Officer based on the revised reporting structure, and is managed by the Vice President of Quality Management. The primary responsibilities of the Quality Management Department are to:

- establish, monitor and evaluate outcomes related to service effectiveness;
- identify areas requiring performance improvement;
- monitor clinical and network function performance;
- aggregate, analyze and disseminate data related to Clinical and network functions; and
- process and resolve consumer complaints related to service demand, service capacity and service quality.

Executive and Staff Level Coordination

Executive and staff level coordination allows us to appropriately identify service needs, address service needs through the development and expansion of quality services, and monitor the quality of services delivered.

Executive Level Coordination

ValueOptions' reorganized executive and management structure (outlined in *Volume 1.g*) will serve to ensure oversight of functional coordination between service demand and service capacity. This reorganization represents a new staff alignment that brings all clinical and network functions under the direct line of authority of the Chief Clinical Officer, and all QM functions under the direct line of authority of the Chief Medical Officer. The Chief Clinical and Chief Medical Officers and their direct reports in the clinical, network and quality areas will be responsible for ensuring the effective coordination between service needs and capacity. They will do this through the mechanisms described below.

The Executive Management Team (EMT) will review service demand, capacity and quality-related reports, and set service and program development priorities. A detailed description of EMT is provided in *Volume 4.a.2*.

The QM Model described in detail in *Volume 4* is designed to improve communication and coordination across all departments and functions, including in the areas of coordination between service need and capacity. A number of committees will be reorganized or initiated through this effort, including:

- The QM/UM Committee, which identifies and makes decisions about specific areas for performance improvement actions across the service delivery system, including service need, service capacity, and service quality. This committee is chaired by the Chief Medical Officer, and includes executive managers from clinical, network and QM functions.
- Three Population-specific Management Committees that meet monthly (the Serious Mental Illness (SMI) Committee; the General Mental Health/Substance Abuse (GMH/SA) Committee; and the Child and Adolescent Committee). Each Population-specific Committee includes representatives from clinical, network and QM functions, operationalizes policies and strategic initiatives across all departments, and implements and monitors performance improvement. These committees will address service needs through the development of innovative services to address gaps with evidence-based practices. In addition, these committees will monitor the adequacy of the quantity and quality of services across populations and develop, implement and monitor plans to address service needs.
- Pharmacy and Therapeutics Committee, which develops, revises, updates, implements and monitors medication formulary and medication-related practices, policies and procedures. This committee ensures that consumers receive quality pharmacy services based on evidence-based practices.
- Credentialing Committee, which manages credentialing, recredentialing and privileging of all network providers in accordance with ADHS/DBHS requirements. This committee ensures that providers meet the standards necessary to deliver services in Maricopa County.
- Cultural Competence Committee, which is responsible for implementation of the Cultural Competence Plan and related initiatives. This committee ensures that services meet the cultural needs of consumers.

Staff-level Communication and Coordination

Clinical, network, and QM staff work together to coordinate service capacity and service need on numerous formal and informal occasions on a daily basis. ValueOptions will ensure, however, that in addition to the activities described above, ongoing opportunities exist for staff involved in our clinical, network and QM functions to provide information related to service demand and service capacity, and to have a voice in decision-making processes. These opportunities include ongoing, regularly scheduled meetings, such as:

- Mid-Management Meetings – monthly meetings that provide an opportunity for Mid-Management staff to meet with the EMT representatives. These meetings include managers within the clinical, network and QM functions, and will be used to generate and disseminate information related to demand and capacity issues, set priorities, communicate across departments, monitor performance, resolve problems and make decisions.
- Management/Supervisory Level Meetings including the Quality of Care Meeting, Crisis Supervisory Meeting, Area Medical Directors Meeting, Direct Service Management Meeting, and multiple ValueOptions Direct Service Site meetings across disciplines (see *Volume 1.k* for a detailed list of meetings). These meetings offer a forum for coordination regarding service need and capacity. Many include formal mechanisms to identify and address service gaps.
- Cross-departmental workgroups, that occur as part of the process for rapidly adjusting provider contracts (described in *Volume 2.j*), and that are facilitated by population specific Program Managers within the Network Management and Program Development Department (i.e., Child/Adolescent, GMH/SA, SMI). These workgroups include, at a minimum,

representatives from clinical and network functions. Participating staff review capacity, demand and provider performance-related data, and make recommendations to the EMT related to adjusting service capacity.

Exchange of Data and Reports

Data from multiple sources are used to identify service need, capacity, and quality. Data reports are generated by both ValueOptions and providers on an ongoing, routine basis. Each functional area analyzes data, generating reports that are disseminated and used by all three functions. The following table presents some examples of the types of data collected and reports generated, and describes how this information will be used to ensure coordination of service demand and service capacity, and to monitor and ensure service quality.

| ORIGINATOR | EXAMPLES OF DATA OR REPORT GENERATED | USE IN SERVICE DEMAND/CAPACITY COORDINATION |
|-------------------|---|---|
| Clinical Function | <ul style="list-style-type: none"> Monthly Referral Reports (by Provider) Level I Census Report | Used to project demand based on anticipated or actual service utilization. Used to identify available capacity or service gaps within the network. Is incorporated into procurement plans. |
| | <ul style="list-style-type: none"> Consumer Report Card Issue and Complaint Resolution (by Provider) | Used to identify performance improvement areas within network providers or ValueOptions Direct Service Sites, develop corrective action plans, and establish provider monitoring priorities. |
| Network Function | <ul style="list-style-type: none"> Network Inventory Hours of Operation/Intake Availability Resource Directory Provider Locations in Maricopa County (Geomapping) | Used by the clinical function as a resource to assist consumers in choosing services, making referrals, and filling capacity. Used by the network function to assess sufficiency of capacity. Used by all functions to identify access to care or other demand/capacity issues. |
| QM Function | <ul style="list-style-type: none"> Provider Monitoring Results Independent Case Review Report Access to Care Report Grievance and Appeals data | Used by network function to establish program development priorities (Annual Network Development and Management Plan). Used by the QM function to identify performance improvement areas. |

Coordination Enhancements

ValueOptions will increase opportunities for coordination between clinical, network and QM functions related to coordination of service demand and service capacity. These enhancements include:

Electronic Capacity Management System

During the first six months of the new contract period, ValueOptions will implement a comprehensive web-based capacity management system to enhance our ability to maximize service capacity in critical areas. The system will initially help us to monitor and manage the availability of specific services, such as housing units and residential treatment capacity for children and adults, and to assist in identifying intake capacity. This system will be jointly designed by representatives from our clinical, network and QM functions.

Quarterly Clinician Survey

Presently, the Network Operations Unit completes a number of capacity-related surveys of the provider network to gain information related to network sufficiency. To ensure an effective communication flow between the network function and the clinicians directly providing services (including ValueOptions Direct Service staff as well as provider network clinicians), our Network Operations Unit will initiate a new survey targeting clinicians. This survey will gather specific information regarding the value of particular services from the clinician's viewpoint, as well as service gaps, access to care, or other issues. Survey results will be considered in the development of service capacity and monitoring.

Direct Service Focus Groups

The Executive Director of Community Relations, in collaboration with other staff, will facilitate periodic focus groups to provide an additional opportunity for consumers, families, clinicians and other community stakeholders to have a voice in program development and design, including input on the adequacy of the capacity and quality of services.

j. Contract Development to Meet Service Demands

Each month, ValueOptions receives an average of 10 requests from providers who wish to expand existing services or create new services and from prospective providers who wish to join the ValueOptions network. As the central point of contact for processing provider requests, our Network Management and Program Development staff work in concert with staff from other departments (including Finance, Clinical, and Quality Management), as well as providers, to ensure timely development, adjustment and modification, and execution of contracts. All adjustments to existing contracts or development of new contracts require approval of the Chief Executive Officer. Consistent with our protocols that are designed to provide internal controls and warning systems to alert staff and management when expenditures exceed pre-established thresholds, the Chief Financial Officer must also approve all contracts.

Analysis of provider feedback, gathered through our quarterly provider forums, resulted in a streamlining of our process for adjusting existing contracts and developing new ones. To expedite the process, we:

The ValueOptions Network Management and Program Development Department will process all provider requests for adjustments to existing contracts within 30 days of receipt.

- Created a Cost-based Budget Template—Providers may submit the required cost-based budget electronically with each proposal for a new service or contract increase. This practice allows us to analyze all provider requests to determine the accuracy of the financial information and the financial viability of the proposal. We created a standard spreadsheet for providers, and ValueOptions Finance Department staff are available for technical assistance. The use of a uniform template for budget submission has streamlined the review process, allowing us to quickly review and respond to requests for contract modifications to meet service demands.
- Created a Program Description Template—The Program Description, a formal document outlining the specific elements of each program, is required and may be submitted electronically by each Provider Agency. Electronic submission contributes to a rapid response to provider requests because it eliminates the need for time consuming information gathering and correspondence between Network Management and Program Development Department staff and providers.

Obtaining Input From Providers

ValueOptions has a number of mechanisms for providers to submit information related to additional needed services. Providers will be surveyed annually as part of the Network Sufficiency Analysis to ask their opinion of what additional services are needed. Quarterly Provider Forums and monthly Provider CEO Meetings offer additional avenues. Finally, providers may submit such information directly to the Director of Network Systems and Operations.

In the following sections we describe the processes for efficiently adjusting current contracts and for developing new contracts. Finally, we describe the contracts database that was created to further streamline the process.

Adjusting Existing Provider Contracts

Provider requests include requests to increase funding to serve consumers within existing programs, to expand existing program capacity, or to develop new programs. To activate a request, providers submit an electronic packet of information including:

- a copy of the provider's latest audited financial statements and/or a copy of the provider's latest interim financial statements for the current fiscal year, including balance sheet, statement of cash flows, and all footnotes and disclosures;
- an agency cost-based budget, including information specific to the program(s) for which the provider is submitting the proposal, all other ValueOptions programs operated by the provider, and a summary of non-ValueOptions funded programs to be delivered during the contract year. Salaries and employee-related costs are supported by a separate staffing budget; and
- a detailed Program Description, including the population served and the capacity of the program.

Upon receipt by the Director of Network Systems and Operations, all requests are assigned for action to the appropriate population-specific Program Manager within the Network Management and Program Development Department (i.e.,

Child/Adolescent General Mental Health/Substance Abuse, or Seriously Mentally Ill). Within one week of receipt, the Program Manager schedules and facilitates a cross-departmental Work Group to review and analyze the following data:

- network sufficiency and analysis priorities;
- cost-based budget;
- program description;
- current contract allocation by fund type;
- claims/encounter submission;
- provider enrollment report including discharges;
- number of intakes;
- access to care performance;
- provider average length of stay; and
- quality management performance.

Work Groups to review the data include, at a minimum, representatives from Finance, Clinical, Network Programs and Services Departments, and all appropriate subject matter experts (i.e., rehabilitation and housing).

Based on the assessment of the above data, the Work Group makes recommendations related to the request through the Program Manager to the Vice President of Network Management and Program Development. The Vice President presents recommendations to the Chief Financial Officer and the Chief Executive Officer for final approval.

Upon approval, ValueOptions sends a letter to the provider indicating approval of the request. The letter includes notification that a Contract Amendment or Letter of Intent is forthcoming. The Vice President of Network Management and Program Development provides the details regarding the contract adjustment to the Contracts Manager for development of a Provider Contract Amendment or Letter of Intent. If denied, the Provider is notified accordingly including the reason for denial.

Development of New Contracts

Areas for new contract and program development are identified and requested through four primary mechanisms:

1. Network Sufficiency Analysis

ValueOptions completes an annual Network Sufficiency analysis, as described in *Volume 2.d*. As part of this process, providers will be surveyed to ask their opinion of what additional services are needed. Through this process, when an area of insufficiency is identified, the Network Management and Program Development Department identifies levels of needed services, and sets service development priorities. As an example (as described in *Volume 2.g*), service contracts are in development for additional Children's Habilitation Services and Level II residential placements. Development of new contracts identified in this manner is initiated by a request for proposal submission from the Director of Network Systems and Operations to one or more providers.

2. Single Case Agreements

Single Case Agreements are used to meet an emergent service need that is not currently available under an existing contract within the provider network. A monthly review of these agreements is completed to determine if the volume for a specific service or provider agency warrants conversion to a full Provider Agreement. If the overall volume for a service or provider is minimal, then the Single Case Agreement arrangement is appropriate and will continue as it is needed. If the Single Case Agreement review indicates a gap in the service continuum, then proposals from one or more providers will be requested.

3. Prospective Provider Process

ValueOptions receives many inquiries from providers about joining the network. The Prospective Provider Process was implemented to ensure timely resolution of such requests. The Prospective Provider Process is a method to efficiently provide information to the provider regarding ValueOptions and the behavioral health system as well as to gather information from the potential provider through completion of a survey. The survey gathers information regarding license and certification type, services, specialties, languages spoken, and geographic location. Upon receipt of the completed survey, the information submitted by the prospective provider is entered into a database and is reviewed by Network Management and Program Development staff. This review assesses the provider's ability to:

- provide a service identified in the Annual Network Development and Management Plan;
- provide services in a specific targeted ZIP code;
- provide needed services as identified through review of utilization data;
- meet a specific specialty or language need; and
- provide psychiatric or prescriber services.

If the review indicates the ability to meet any of the above criteria, and funding is available, then the provider is approached to discuss entering into a contractual relationship with ValueOptions. If the prospective provider does not meet an identified need at that time, a letter is sent to the provider and the survey information is maintained for future development possibilities.

4. Program Development Requests Generated by ValueOptions Staff

ValueOptions staff members often learn of new programs, clinical interventions, or providers that they believe may be of service to our consumers. These requests are reviewed by the Director of Network Systems and Operations and are then assigned to the appropriate population-specific Program Manager for further research. The Program Manager facilitates a cross-departmental Work Group, including representatives from the Finance, Clinical, Network Management and Program Development Departments, and subject matter experts, to review the request. Data elements for review may include possible providers to provide the service, if not already identified, Program Description, cost-based budget, and network sufficiency and analysis priorities.

Based on assessment of the above data and identification of the service provider, the Work Group makes recommendations related to the request through the Program Manager to the Vice President of Network Management and Program Development. The Director presents recommendations to the Chief Executive Officer for final approval. Upon approval, a letter is sent to the provider indicating approval and notification that a Contract Amendment or Letter of Intent is forthcoming.

Unlike adjustments to existing contracts that are completed within 30 days, the complexity of developing a contract for a new program may take longer than 30 days, due to the research and analysis needed to implement new programming. The key to new program and contract development success is communication between ValueOptions and one or more providers to solicit proposals and provider guidelines through all steps of the review and implementation process. The Network Management and Program Development Department is responsible for all new program implementation, including collaboration with the Finance Department on the development of the Provider Agreement or Letter of Intent.

Contract Management

The Contracts Unit is responsible for processing provider contracts. Responding to feedback from contracted providers, Arizona Department Health Services/Division of Behavioral Health Services (ADHS/DBHS), and internal staff, the Contract Unit within the Finance Department was reorganized in 2002 to promote efficiency in contracts management and at that time implemented a centralized contracts database. As a result, the time required to process and execute initial contracts was reduced by 67 percent between Fiscal Year 2003 to Fiscal Year 2004. The centralized Contracts Database houses all standard contract provisions, and includes many features that streamline the contracting process:

- an auto-insert template feature that allows Contract Specialists to insert all provider-specific information rapidly, which allows accurate contracts to be generated and printed in an efficient and timely manner;
- an electronic fee schedule, including the Covered Services matrix, which allows Contracts Specialists to modify codes and rates quickly and easily by provider;
- changes to the Covered Services fee schedule required by ADHS/DBHS are made instantly: by making a change in a rate in the database, all provider contracts are automatically updated;
- a funding section, which houses all current contract funding by fund source and program, which auto-calculates funding;
- ensures accuracy, and requires less time for production of individual contracts; and
- a Single Case Agreement section, documenting all information related to out-of-network procurement.

The implementation of the Contracts Database has allowed the generation of real-time data reports. By reporting directly from contract documents, monthly contract and Single Case Agreement information is reported to the Chief Executive Officer. Other departments such as Finance and Claims, have access to the Contracts Database to research provider contracts as questions arise.

Provider Database

As a future enhancement, ValueOptions intends to consolidate the Contracts Database with the Networks Programs and Services Database into one Provider Database so that all provider-related information is working together in real time. This enhancement will make network and contract operations even more efficient and reduce possibility of errors. The target date for this consolidation is September 30, 2004.



3707 N. 7th Street, #100
Phoenix, Arizona 85014-5060

October 30, 2003

Dr. Mike Zent
President/CEO
ValueOptions
444 North 44th Street
Suite 400
Phoenix, Arizona 85008

Re: ADHS RFP

Dear Dr. Zent:

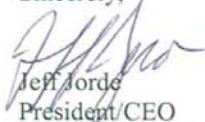
I'm very pleased, on behalf of Southwest Behavioral Health Services to provide a letter of reference for ValueOptions in consideration of their response to the Arizona Department of Health Services RFP for behavioral health services in Maricopa County. Southwest Behavioral Health Services has been a subcontractor to ValueOptions the past 5 years. Over that period of time there has been dramatic improvement in the quality and array of services provided to public sector consumers of behavioral health services. ValueOptions has been a large part of this evolution in services. Due in part to the advent of covered services and the leadership exhibited by ValueOptions in the implementation of new treatment designs, consumers now have a greatly expanded continuum of services to address their needs. In particular the implementation of the Arizona Treatment Model and the Recovery Model provide families and individuals the ability to direct their treatment and that of their children. ValueOptions deserves much credit in taking the lead to implement these new treatment practices.

Administratively we have enjoyed our relationship with ValueOptions. From the moment ValueOptions arrived on the scene they have demonstrated a strong emphasis on customer service. Their staff has been responsive and accountable. Mike Zent, CEO of ValueOptions, is widely respected and his leadership style has fostered stability in the provider community.

I have been a behavioral health administrator in Maricopa County since 1985. The past 5 years have been the best span of time in this industry from the standpoint of the expansion and enhancement of consumer services and as a provider of services.

I strongly recommend that ADHS consider the award (renewal) of the RBHA contract with ValueOptions in the interest of continuing the successful efforts of the past 5 years.

Sincerely,



Jeff Jorde
President/CEO
Southwest Behavioral Health Services

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Michael Zent, Ph.D.
Chief Executive Officer
Maricopa County RBHA
444 N. 44th Street, Suite 400
Phoenix, AZ 85008

October 20, 2003

Dear Dr. Zent:

On behalf of TERROS, I am very pleased to recommend and support the ValueOptions application to continue as the Maricopa County Regional Behavioral Health Authority for the Arizona Department of Health Services/Division of Behavioral Health Services. TERROS has served Maricopa County residents for over 30 years; during that period of time, it has been a provider under many different administrative entities.

TERROS recommends ValueOptions continuation because of the strong leadership that has been demonstrated through a variety of accomplishments. These include:

- Stabilization of the overall delivery system;
- Development of a collaborative style to problem solving;
- Establishment of payment mechanisms that provide financial stability to the behavioral health delivery system;
- Meaningful and consistent communication between ValueOptions executive leadership and TERROS executive leadership and its Board of Directors;
- Establishment of clear priorities for provider and stakeholder participation and contribution in the behavioral health delivery system;
- Development of a mutually trusting and respectful relationship that encourages us to provide input to ValueOptions leadership;
- Enhancement of the clinical delivery system through the support of services to people who are challenged with co-occurring disorders.

These service enhancements and resource management have allowed the system to grow and meet community needs. Additionally, ValueOptions has brought stability and leadership to a system that had been persistently unstable. It is of significance that the uproar in the system has been calmed, and providers and stakeholders are operating in more harmony than has been seen in many years.

A continuation of ValueOptions will allow us to build on the many system improvement activities that have been initiated under its leadership.

Sincerely,



Dale Rinard
President/CEO



October 20, 2003

Dear Dr. Zent:

Valle del Sol, Inc. is pleased to write this letter of support for the proposal to ADHS/BHS by ValueOptions, to be the contractor for the Maricopa County Regional Behavioral Health Authority.

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Luz Sarmina-Gutierrez, MSW
President &
Chief Executive Officer

During the past five years, ValueOptions has recognized the high quality and dedication of Valle del Sol's work and has given this agency the opportunity to expand current programs and services as well as the opportunity to develop a new service to add to our continuum of care. In addition to providing this opportunity, ValueOptions has acknowledged the time necessary to establish this new service and has worked with us to ensure it is meeting the needs of the clients.

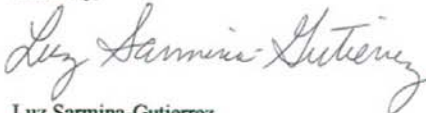
ValueOptions has made significant progress in rolling out the Arizona Practice Model, a method of service delivery that has been proven to be effective in culturally diverse communities similar to the population in Maricopa County.

Other examples of ValueOption's commitment to properly serve the culturally diverse consumer population includes:

- The implementation of the Latino Initiative, a program that set a significant goal of increasing the number of Latino children receiving behavioral health services. And, for those providers who met and/or exceeded the goal, financial incentives were given to them for their outreach efforts to the Latino community.
- The adoption of the national standards on *Culturally and Linguistically Appropriate Services (CLAS)*. These 14 standards, developed by the Office of Minority Health, ensure that consumers with diverse cultural backgrounds, including limited English proficiency, receive culturally relevant services.
- The development and implementation of the *Culturally Competency Plan*, that includes the development and training in cultural competency as well as opportunities for providers to offer input via the *Cultural Competency Committee*.

While Valle del Sol recognizes that it will contract with whomever the RBHA is, and that this decision will be made by ADHS, we have appreciated working with ValueOptions. Your staff is dedicated to ensuring services are available to people who need them and they are open to new ways of looking at the huge challenge faced by the RBHA. Please let me know if we can be of further assistance promoting your organization and supporting your effort to remain as Maricopa County's Regional Behavioral Health Authority.

Sincerely,



Luz Sarmina-Gutierrez
President and CEO
Valle del Sol, Inc.



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Phoenix, AZ 85018
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Fax: 602-840-6204



www.valledelsol.com

Valle del Sol, a leader in the Latino Community, provides quality, culturally sensitive behavioral health and social services to people in need.



1811 So. Alma School Rd., # 160, Mesa, AZ 85210
Phone: 480-831-7566
Fax: 480-831-7563

A United Way Agency

Chief Executive Officer:
Frank Scarpato, Ed.D.

October 24, 2003

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Patricia Miller, MSW
Community Volunteer

Michael R. Zent, Ph.D.
Chief Executive Officer
ValueOptions
444 N. 44th St., Ste. 400
Phoenix, AZ 85008

Dear Dr. Zent:

Community Bridges is pleased to respond to your request for a letter of reference. Community Bridges' Board of Directors, staff, and patients have all benefited from the changes incorporated into the behavioral health system during *ValueOptions*' period of management.

The system inherited by *ValueOptions* was broken beyond repair and the dysfunctional association with the system prior to *ValueOptions* was recognized as a danger to the health and wellbeing of Arizona's most needy and vulnerable population, the homeless, indigent, and working poor.

ValueOptions' systems, personnel, programs, and management style have rebuilt, reorganized and greatly improved upon the services available throughout the provider community.

We, as an agency, look forward to a continuing relationship with *ValueOptions*, applaud your accomplishments, and eagerly support your continuation as the RBHA for Maricopa County.

Sincerely,



Dr. Frank Scarpato
Chief Executive Officer



10/17/03

Dr. Michael Zent
Chief Executive Officer
Value Options
444 North 44th Street
Phoenix, Arizona 85008

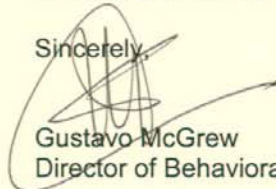
Dear Dr. Zent,

It is with great enthusiasm that Chicanos Por La Causa, Inc. (CPLC) supports Value Options in its re-bid application to continue as the Regional Behavioral Health Authority for Maricopa County. Value Options has made significant strides in increasing the delivery of behavioral health services to Latino children in Maricopa County over the past two years. Additionally, Value Options has been a leader in addressing the multifaceted challenges facing our field related to cultural competency and has required providers to adhere to the Federal CLAS (Culturally and Linguistically Appropriate Services) Standards.

Chicanos Por La Causa has served the Latino and economically disadvantaged community in Phoenix for over 33 years. The Behavioral Health Services of Chicanos Por La Causa, Inc. has been able to expand its delivery of services to the Latino community in large part due to the support provided by Value Options.

CPLC looks forward to continuing its relationship with Value Options in order further identify and develop culturally responsive approaches to meet the behavioral health needs of our rapidly growing Latino community.

Sincerely,



Gustavo McGrew
Director of Behavioral Health Services

CHICANOS POR LA CAUSA, INC.

Community Health and Human Services

1046 East Buckeye Road • Phoenix, Arizona 85034 • (602) 254-4827 • FAX (602) 307-9752



Michael R. Zent, Ph.D.
Chief Executive Officer
ValueOptions
444 North 44th Street, Suite 400
Phoenix, Arizona 85008

October 15, 2003

Dear Dr. Zent:

As you are aware, for over 30 years Native American Connections has been the primary provider of substance abuse services in Maricopa County and the Southwest, targeting Native Americans. During this time, we have worked with the various Regional Behavioral Health Authorities that have been contracted with the Department of Health Services to deliver behavioral health care within our local communities.

Recently, coupled with our experience in delivering services to minority populations has been the development of a strong provider partnership with ValueOptions. This Managed Care partnership with ValueOptions and Native American Connections is one that is not typically seen with a managed care organization and a contracted provider. ValueOptions has mastered the ability to deliver a managed care product, specializing in behavioral health care, that advocates for the delivery of a wide range of services that truly address each individual consumer's needs. ValueOptions has not only encouraged our organization to continue to deliver fundamentally sound Substance Abuse services that are culturally based for minority populations, but has also supported and assisted our organization in further development and enhancement of services to:

- Pregnant and Parenting Women, Consumers
- Consumers with Co-Occurring Substance Abuse and Mental Health Disorders
- Validation of Traditional Healing service delivery options available under the Covered Services guidelines
- Strengthening of our diverse Outpatient delivery system to compliment our Residential services
- Implement "best practices" delivery methods, with outcome based evaluation of services
- Advocate for minority initiatives directed at access to care and delivery of culturally based services

Your leadership and the assistance from the ValueOptions staff are key to our success. Without the support of you and your organization, the current level of service and strong provider delivery system would not have occurred in Maricopa County, leaving many individuals without the type and intensity of care that they need.

Native American Connections does not hesitate to offer our full support to ValueOptions, a premier managed care organization for public funded behavioral health services. We are here to support you in your pursuit of being awarded the contract to continue to manage the delivery of behavioral health services for the State of Arizona and its Maricopa County consumers.

Sincerely,

A handwritten signature in blue ink, appearing to read "Diana Yazzie Devine", is written over a horizontal line.

Diana Yazzie Devine
President and Executive Director
Native American Connections



October 19, 2003

To Whom It May Concern:

I am pleased to provide this letter of reference for ValueOptions (VO). We have been a VO residential treatment center, therapeutic group home and outpatient provider for over five years both as an individual agency and as part of a network. Recently, we became an Intensive Therapeutic Foster Care Provider at the request, and with both the fiscal and clinical support, of VO.

VO has been a valued partner, supporter and advocate of quality services to children and adolescents. While there have been disagreements over issues, the disagreements have always been handled in a professional manner and have been resolved in a mutually satisfactory manner. Our staff regularly reports good to excellent working relationships with VO staff.

Information from VO is clear and timely and they keep us well informed as a provider. Additionally, they work cooperatively with us to develop service delivery options and to resolve customer service issues.

I recommend and support ValueOptions bid to be the Maricopa County RBHA without reservation.

Sincerely,

A handwritten signature in black ink that reads "S.A. Vitali".

Stephen A. Vitali
Executive Director.

Marc Center

Serving people with disabilities since 1957

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October 13, 2003

Michael R. Zent, Ph.D., Chief Executive Officer
ValueOptions
444 N. 44th Street
Phoenix, AZ 85008

Dear Dr. Zent:

Managed behavioral healthcare throughout Maricopa County has improved tremendously over the past few years under the direction and leadership of ValueOptions in concert with the contracted network of independent providers. For this reason, Marc Center supports your response to the Arizona Department of Health Services' Request for Proposal to continue oversight of behavioral health services.

Marc Center has been providing community rehabilitation services for children and adults in eastern Maricopa County since 1957. In our capacity, we have witnessed an experienced, respected, and successful national managed behavioral health care organization of the highest quality develop a plan to structure, fund, and deliver behavioral health services proportionately in response to growth and need. Indeed, over the past three years, ValueOptions has introduced innovative methods to improve value and quality by managing care. Further, it is evident that ValueOptions has evolved towards new models based upon methods to reduce the demand for expensive services by improving the health status of individuals in the system and assisting each person served to achieve a higher level of self-sufficiency. Managed behavioral healthcare in Maricopa County is now driven not only by standards of quality assurance, but accountability to people with behavioral health challenges.

Finally, we truly appreciate the healthcare reform initiatives that have occurred as a result of collaboration with community network providers. The results of these public-private integration efforts have significantly improved the delivery of behavioral health services. Maintaining this effective partnership clearly has enabled ValueOptions to balance the application of cost effectiveness and organizational efficiency with the capacity to respond to the needs of consumers.

924 North Country Club Drive • Mesa, Arizona 85201
(480) 969-3800 • FAX (480) 644-1557 • www.MarcCenter.com

Page 2
Michael R. Zent, Ph.D.
October 13, 2003

For these reasons, the Marc Center Board of Directors, our staff and the consumers we serve are please to know that ValueOptions will be submitting an RFP for behavioral health services in Maricopa County.

Sincerely,



Randall L. Gray
President & CEO

RLG/bjs

Cc: Marc Center Board of Directors

Ebony House, Incorporated

6222 SOUTH 13TH STREET, PHOENIX, ARIZONA 85042
MAILING ADDRESS: P.O. BOX 8174, PHOENIX, ARIZONA 85066
(602) 276-4288 FAX (602) 232-2938

October 22, 2003

Michael R. Zent, Ph.D., CEO
ValueOptions
444 North 44th Street
Phoenix, AZ 85008

Dear Dr. Zent:

It personally gives me great pleasure to write this letter of recommendation for ValueOptions. Where there is unity, there is victory. Ebony House's many successes could not have occurred without ValueOptions support in establishing interventions and programs for the minority population. The extra effort, patience, and time ValueOptions willingly dedicates to ensure the accuracy and completeness of Ebony House treatment efforts has not gone unnoticed.

From ValueOptions inception, your agency has always provided significant input and support to the minority populations we serve, and has demonstrated time and again that the work Ebony House is doing is valued and appreciated.

Additionally, I have always admired and respected your insight, judgement and decision making ability. Through the various avenues provided by ValueOptions, networking with other professionals has proven to be a rewarding experience.

Ebony House truly values the work this RBHA is doing, and looks forward to continuing a long uninterrupted relationship.

Sincerely,



William Freeman
CEO



TO BE NEEDED AND LOVED

FOCUS

employment services

October 17, 2003

Attn: Michael R Zent, Ph.D.
Chief Executive Officer
ValueOptions
444 N 44th Street Ste 400
Phoenix AZ 85008
(602) 914-5900

RE: ADHS REQUEST FOR PROPOSAL - LETTER OF REFERENCE

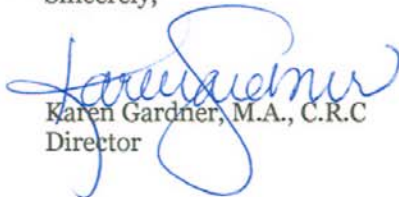
To Whom It May Concern:

Focus Employment Services is a Certified Community Service Agency providing employment related services to consumers of ValueOptions. I am writing to support ValueOptions in their efforts to continue as Maricopa County's Regional Behavioral Health Authority.

As the Director of Focus Employment Services, I have worked with a variety of ValueOptions' staff including Contract Specialists, Network Specialists, Services Integration Specialists, Administrators, Case Managers and Rehabilitation Specialists. It is apparent that the staff at ValueOptions is committed to providing quality behavioral health services to consumers.

I applaud ValueOptions' recent efforts to promote recovery principles in their programs and clinical environments. In March, 2003, I had the opportunity to spearhead the "Partners in Employment" conference, a collaborative effort between ValueOptions and DES, Vocational Rehabilitation. This conference allowed over four-hundred consumers and professionals to come together to network, share ideas and learn about employment-related issues related to mental health. I believe that ValueOptions' sponsorship of these types of events demonstrates their innovative approach to working with consumers and commitment to providing consumer-driven services.

Sincerely,



Karen Gardner, M.A., C.R.C.
Director

4620 N. 16th St., Ste. D107 • Phoenix, AZ 85016 • 602.312.1045

I. Provider Specialization

ValueOptions strives to maintain a comprehensive network of contracted service providers (fully described in *Volume 2.b*) that is sufficient to meet the service needs for adults and children within the behavioral health system. Over the past four years, service capacity within the network has grown and adapted as system priorities have changed. For example, establishing recovery as a primary goal of behavioral health services resulted in specialized service initiatives for adults. This initiative led to the significant expansion of rehabilitation services, the creation of Assertive Treatment Teams, and the development of specialized housing and residential programs for priority population groups, including those with sexualized behaviors and women with co-occurring disorders. The implementation of Child and Family Teams has reformed the delivery of services for children and families. While we continue to facilitate growth within our provider network through large initiatives such as those described above, ValueOptions recognizes the need to develop a specialized network of providers and to continually assess whether the network is meeting the needs of all behavioral health consumers.

ValueOptions has adopted a proactive, rather than reactive, stance regarding the development of specialization within our provider network. As the number and diversity of enrolled consumers in Maricopa County increases, we believe that only ongoing, consistent network and performance monitoring will accurately and adequately identify trends in specialized service requirements. ValueOptions will ensure that the network has providers with specializations to meet the needs of behavioral health consumers through ongoing collection of multiple data sources, analysis by the Network Management and Program Development Department, review by Quality Management/Utilization Management and Population-specific Management Committees (as described in *Volume 4.a.2*), and approval by the Executive Management Team. We elaborate on this rationale below.

Rationale for Specialized Services within the Network

In addition to the Network Sufficiency Analysis and Assumptions (outlined in *Volume 2.d*), our ongoing rationale for determining what specialized services will be needed in the Network involves the following data:

Integration of information and feedback from consumers, family members and community stakeholders—Our efforts to obtain feedback from behavioral health consumers, family members, and community stakeholders is outlined in *Volumes 1.1* and *4.a.3*. We will collect and analyze this information to identify needed specialized services and providers, improve service delivery system design, prioritize behavioral health resources, and plan for future growth.

Partnerships with State Agencies, Providers and Community Task Forces—ValueOptions has successfully developed partnerships with state agencies and providers to identify specialty service gaps or issues and combine resources to resolve them. Primary examples for adult services include the statewide Borderline Task Force, which resulted in the development of a plan for a comprehensive Dialectical Behavior Therapy (DBT) program targeting consumers with Borderline Personality Disorders or para-suicidal behaviors; and a coordinated program development and contracting effort between ValueOptions and Rehabilitation Services Administration (RSA) to ensure seamless consumer transition from Supported Employment (funded by RSA) to Extended Supported Employment (funded by ValueOptions).

ValueOptions participated in a Work Group that included the Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS), family members, child serving state agencies and providers to identify specialty areas and determine a process for RBHAs to contract for those services. The areas identified as specialties included post-traumatic stress disorder, attachment and bonding, sexual abuse, sexual offender, eating disorder and adoption. ValueOptions worked with the state agencies to identify the practitioners who were specialty providers and established a process to privilege them so they could provide services funded through ValueOptions. Through this process, ValueOptions was able to privilege approximately 20 independent practitioners.

Aggregation of Unmet Need and Access Line Data—ValueOptions aggregates unmet need data, documented electronically by our Direct Service Sites, as well as provider agencies. Service requests and referrals are processed 24 hours a day, 7 days a week by the ValueOptions Access Line. This information, along with Customer Service requests, is analyzed by the Network Management and Program Development Department and used in completing network sufficiency analysis and planning.

Analysis of Single Case Agreements—Single Case Agreements are a tool used when a needed service is identified that is not currently available within the existing contracted provider network, or when a consumer chooses a specialized service provider out of the network. Single Case Agreements represent a case-by-case contractual relationship between ValueOptions and a particular specialty service provider. Monthly, data related to Single Case Agreements is analyzed by the Contracts

Manager to identify trends. The information is forwarded to the Executive Management Team to determine sufficiency of services and if service expansion is warranted with one or more providers based on predicted demand and nature of the program.

Semi-annual Provider Specialization Survey—ValueOptions recently modified the process for identifying provider staff with experience and expertise in specialty areas. Twice yearly, a survey is sent to each contracted provider to identify staff members by site who are qualified to provide services in the specialty areas. Information gathered from the survey is compiled into a Specialty Provider Service Report, which is distributed as a referral reference guide to ValueOptions' Access Line and all contracted providers. These data are included as part of the Network Management and Program Development Department analysis of network sufficiency.

Specialized Services Available Within the Network

Through the above process, ValueOptions has identified the following Specialized Service Initiatives to be included within the network to enhance the availability and quality of specialty services in our network:

Co-occurring Mental Illness and Substance Abuse/Dependence

It is estimated that more than 60 percent of persons diagnosed with a serious mental illness are also experiencing a co-occurring substance abuse disorder. ValueOptions recognizes the importance of concurrent treatment of these disorders and has spearheaded a County-wide initiative focused on the treatment of co-occurring behavioral health and substance use disorders. This effort is designed to create a skills and knowledge base within the behavioral health system and includes intensive provider training by co-occurring expert Dr. Mee Lee, the inclusion of substance abuse counselors and substance abuse specialists at ValueOptions Direct Service Sites, and the provision of ongoing training and technical assistance to providers and clinical team staff. Two expert Co-occurring Disorder Specialists and Technical Assistance Coordinators were also added to the Network Management and Program Development Department.

ValueOptions provides guidance to providers who serve consumers with serious mental illness to improve the assessment and treatment of co-occurring disorders. We require the use of American Society of Addiction Medicine (ASAM) criteria for assessment and treatment planning and foster the use of evidenced-based practices to assist consumers in their recovery. We will support our providers with training and technical assistance so that co-occurring treatment will be integrated into existing programs for consumers with serious mental illness. Specific information related to co-occurring specialty programs is provided in *Volume 3.k*.

Dual Diagnosis of Behavioral Health Disorders and Developmental Disorders

Currently, ValueOptions and the Department of Economic Security/Division of Developmental Disabilities (DES/DDD) are partnering to implement specialty case management services to address the needs of persons dually enrolled with ValueOptions and the DDD. This partnership includes the mutual assignment of ValueOptions Direct Service and DDD staff to work specifically with this population. Further, we have partnered with DDD to develop a transition house that will be jointly staffed by DDD and ValueOptions to serve dually diagnosed consumers who require step-down from inpatient settings or to prevent hospitalization.

ValueOptions works with a provider agency to offer special assistance to persons dually diagnosed with a serious mental illness and a developmental disability. This special assistance team accepts referrals from the DDD and ValueOptions to provide pre-crisis services upon discharge from a Level I facility as well as crisis stabilization services. Further, ValueOptions partnered with RSA and rehabilitation service providers to expand vocationally-related services for this population.

ValueOptions Rehabilitation Coordinators partner with RSA Vocational Rehabilitation Program Representatives to coordinate vocational services for our mutual consumers with developmental disabilities.

Over the next 24 months, ValueOptions will develop a full array of specialty services to meet the needs of consumers with developmental disabilities. These services will include readily accessible psychiatric services, rehabilitation services, Behavior Support Specialists, specialized counseling services, short-term crisis stabilization support, and substance abuse programming. This specialty service development will be accomplished by providing training for existing providers on the provision of dual diagnoses services for this population and, when necessary, adding new providers who can offer these services. ValueOptions staff will be fully incorporated into the Person-Centered Planning process for adults with developmental disabilities.

Concomitant Medical Disorders

ValueOptions understands that certain adults with a serious mental illness also experience concomitant physical health problems. To address the special needs of these consumers, we currently contract with two residential providers specializing in services that address both behavioral health and medical concerns, including close coordination with the Primary Care Physician (PCP). ValueOptions continues to work with consumers and providers to facilitate the Arizona Long Term Care System admission process if a consumer's medical concerns become too challenging to manage in a behavioral health setting. For the upcoming contract term, we will establish a residential program for consumers diagnosed with polydipsia, including the development of specialized behavioral plans, medical services, and coordination with the PCP.

Intensive Outpatient Substance Abuse for Adolescents

After discussions with juvenile probation and corrections personnel, ValueOptions determined there was a need to increase the number of substance abuse intensive outpatient programs. ValueOptions now contracts with five provider agencies to provide intensive outpatient substance abuse programs to meet the needs of children and adolescents involved in the juvenile justice system. For additional information regarding this program, please see *Volume 3.j*.

Attachment and Bonding

To meet the urgent needs of children and their foster and adoptive parents, ValueOptions has contracted with two specialty provider agencies to treat children with posttraumatic stress and attachment disorders. Each Comprehensive Service Provider (CSP) is required to purchase specialty services for their assigned consumers from this contract. Mindful of the controversial nature of some of the treatments that have been promulgated for these conditions, and adherent to the recent ADHS/DBHS Technical Assistance document regarding Reactive Attachment Disorder, we pay particular attention to the quality of the care given to these children and families and adhere to scientifically valid clinical practices.

Crisis Mobile Teams

In collaboration with a contracted provider, ValueOptions has funded a specialized Children's Action Team to assist children and adolescents placed in Child Protective Services (CPS) group homes, shelters, and foster care. This team provides pre-crisis and crisis stabilization services for children and adolescents at risk of losing their placement. This team, trained in the Arizona Practice Model and the 12 Principles, visits children at any time of day or night, assesses the immediate level of risk of placement disruption, and provides behavioral interventions designed to stabilize the placement.

Eating Disorders

Presently, inpatient services specially tailored to treat eating disorders are procured via Single Case Agreements. The ValueOptions Network Management and Program Development Department is actively pursuing contracts with outpatient service providers specializing in this area. We anticipate a contract for this specialized service by July 1, 2004.

Persons with Borderline Personality Disorder, Suicidal, or other Self-harm Behaviors

DBT is a cognitive behavioral approach originally targeting consumers with Borderline Personality Disorder. Since the mid-1990s, DBT has been proven to reduce emotional dysregulation, suicide, and other self-harm behaviors among multiple population groups. DBT has been successfully applied in various settings, including inpatient forensic units and correctional facilities for youth. ADHS/DBHS identified DBT as a statewide initiative and created a Task Force, of which ValueOptions is an active participant, to address the multifaceted needs of persons with Borderline Personality Disorder.

ValueOptions, at the request of ADHS/DBHS, acts as the lead agency for coordination of a statewide, multi-agency DBT training effort. DBT training is provided by Behavioral Tech of Seattle, Washington, a company founded by the developer of DBT, Dr. Marsha Linehan. Training includes a year-long series of intensive seminars and consultation designed to produce certified DBT Therapists and Skills Trainers. Specifically:

- a 16-hour DBT Overview (which occurred in June 2003);
- a 16-hour DBT Skills Group Facilitator Training, attended by ValueOptions, Arizona Department of Juvenile Corrections (ADJC), and Rehabilitation Services Administration staff (which occurred in July 2003);
- two 40-hour intensive training sessions for counselors and clinicians to be certified as DBT Therapists (the first of which occurred in September 2003 with a follow-up session in March 2004) attended by ValueOptions, ADJC and State Hospital staff; and
- monthly consultations with Behavioral Tech DBT experts.

Model Dialectical Behavior Therapy Program—A ValueOptions Next Step

ValueOptions, in conjunction with our state agency partners, will create a model Dialectical Behavior Therapy (DBT) program in Maricopa County by January 1, 2005. Specifically:

The first phase of this project (related to the current training effort) will be initiated by July, 2004, when ValueOptions will establish one or more adult Specialty Case Management Team(s) specializing in DBT. These teams will offer comprehensive DBT services and will coordinate their services with those provided to consumers in the Arizona State Hospital. Further, when a consumer identifies self-harming behavior as an issue, he or she will be offered a choice to participate in Specialty Case Management services or to participate in the DBT program offered by a contracted provider.

For the second phase, ValueOptions is collaborating with Arizona Department of Juvenile Corrections (ADJC) to expand a comprehensive DBT program targeting ADJC-involved youth both in institutional settings and in the community. Additional DBT training is planned for 2004 that will focus specifically on youth and that will include ADJC staff, as well as therapists from CSPs. This coordinated effort will ensure that as youth transition from institution to the community and from a child to an adult, a consistent DBT program is available to them.

The final phase of this project involves providing DBT skills training for ValueOptions Crisis Line staff to support consumers participating in DBT programs after hours. In addition, DBT skills training specific to supported employment providers will result in specialized services using this cognitive behavioral approach to support employment. This project is based on an emerging evidence-based practice model in New Mexico, using cognitive behavioral techniques to improve employment outcomes for this population group. ValueOptions will partner with RSA in this phase of the program.

PTSD and Dissociative Disorders

Six contracted provider agencies offer office-based assessment and treatment of Post-Traumatic Stress Disorder (PTSD) and Dissociative Disorders.

Physical and Sexual Abuse Victims

Thirteen contracted agencies offer special services for physical and sexual abuse victims.

Sexual Offender Assessment and Treatment

Six provider agencies are identified as having the capacity to provide assessment and treatment for sexual offenders. In addition, through the House Bill (HB) 2003 program, ValueOptions provided funding for a non-profit agency to purchase a four-bedroom home for the exclusive use of men with sexualized behaviors. This house, located in Morristown, is now home to four such men.

Assessment and Treatment of Children Under the Age of Three

ValueOptions maintains a contract for specialized services for infants and toddlers, including individual therapy, parent-child psychotherapy, specialized parent training, and in-home behavioral health services. As the need for this service has grown with the population, we recently added a second contracted provider and are negotiating for additional capacity in this area.

Assessment and Treatment of Persons Over the Age of 65

While the number of currently enrolled consumers age 65 and over is relatively low, the number of Medicaid eligible individuals and enrolled consumers over the age of 65 is steadily increasing, especially among women. ValueOptions has identified the need for a contractor in this area, and we are negotiating with an agency specializing in aging services to develop a treatment services program. This program will develop specialized services tailored for the needs of seniors, particularly in the area of coordination with PCPs.

Substance Abuse and Mental Health Treatment for Pregnant Women and Women with Dependent Children

ValueOptions maintains a specialized Pregnancy and Addiction Clinical Team in one of our Direct Services Sites. In addition, we currently have residential treatment capacity in this area for 45 women who are either pregnant or who have dependent children. We plan to add 10 housing units available for pregnant women and women with children and to initiate a new supported housing program by January 1, 2004.

ValueOptions facilitated a Substance Abuse and Mental Health Services Administration (SAMHSA) grant proposal known as the Maricopa County Pregnant and Postpartum Women's Collaborative, comprised of six specialty providers, designed to provide care including culturally appropriate behavioral health, housing, job assistance, substance abuse treatment, health care and child care for 50 chronically addicted, homeless and minority women and their children (130 individuals). Further, as part of our HB 2003 program, we developed Tahitian Palms, a specialized, gender-based eight bed apartment program for women with co-occurring substance abuse and serious mental illness located in Mesa.

Specialized Teams

ValueOptions Direct Services operates specialized clinical teams in a number of areas mentioned throughout this document, including Assertive Treatment Teams, Supervisory Care Home Teams, a Forensic Team, and "inpatient" and "outpatient" teams targeting consumers involved with the Arizona State Hospital. We will continue to offer these specialized clinical teams and will expand these services to include a Specialty Transition Team targeting the 18 to 25 year-old population (described in *Volume 3.i*).

Ongoing Network Assessment to Ensure Network Meets Specialty Needs

Since 1999, ValueOptions has greatly enhanced both the range and design of specialty services by incorporating research and emerging developments in evidence-based practice. Specific information regarding evidence-based practice is presented in *Volume 3.m*. We will continue to collect all available data related to specialized services, and through our ongoing network sufficiency analysis, revised Quality Management/Utilization Management (QM/UM) Committee structure and Executive Management Team we will ensure ongoing monitoring of service demand and service capacity. We will further increase our efforts related to performance improvement and to intensify provider monitoring by our QM Department, as described in *Volume 4.a.8*.

When we find a frequently occurring consumer need, we will identify evidence-based practices and secure appropriate providers to meet the need. Our programs will be aligned with cultural competency and peer and family support criteria already adopted as general best practice, and will be consistent with the *Arizona System Principles*, *Arizona Children's System Vision and Principles*, and the *Principles for Persons with a Serious Mental Illness*.

To maximize response times in non-standard individual cases, ValueOptions will continue to use Single Case Agreements to ensure urgent response to requirements or combinations of needs not frequently demanded to date or for those we have yet to experience.

m. Prescriber Sufficiency Analysis

How ValueOptions Analyzes Prescriber Sufficiency

ValueOptions conducted an analysis of prescriber sufficiency using the Arizona Department of Health Service/Division of Behavioral Health Services' (ADHS/DBHS) formula for estimating and projecting demand. We surveyed General Mental Health/Substance Abuse (GMH/SA) and Child/Adolescent providers to determine available hours of face-to-face prescriber time, and reviewed caseload size and available service hours for the ValueOptions Direct Service Sites. We also reviewed provider performance on access to care standards and analyzed prescriber face-to-face encounter data for Fiscal Year 2003. Based on the available data, we have concluded that we have a shortage of prescriber face-to-face availability for evaluations and medication management, especially for adults the general mental health and substance abuse disorders. This shortage is based on a combination of factors, including inefficient use of prescriber time as well as overall prescriber capacity.

In Fiscal Year 2003, prescribers provided evaluation and medication management services to almost 100 percent of adults with serious mental illness and to approximately 50 percent of enrolled children/adolescents and adults with general mental health and substance abuse disorders, for a total of 10,209 children and 25,467 adults. We project that for Fiscal Year 2003 through Fiscal Year 2005, children/adolescents, general mental health/substance abuse adults, and adults with a serious mental illness who require medication evaluation or management will require an average of four hours a year of face-to-face prescriber time. This equates to an average of nine 20-minute medication management visits and one 60-minute psychiatric evaluation by prescribers per consumer receiving medication per year. Because of the range of lengths of stay in treatment, individual consumers may receive more or less than this average.

We predict a 10 percent annual growth rate for the Child/Adolescent population, a 14 percent annual growth rate for the General Mental Health/Substance Abuse populations and a 3 percent annual growth rate in the Seriously Mentally Ill (SMI) population, based on analysis of Fiscal Year 2003 enrollment trends, particularly from December 2002 to June 2003. We assume that the number of consumers requiring medication management services will grow at the same rate as the rest of the population. We also are projecting a 3 percent increase in average prescriber hourly face-to-face encounter rates from \$165.31 in Fiscal Year 2003 and Fiscal Year 2004 to \$170.27 in Fiscal Year 2005.

The projected hours and costs in the tables below were calculated based on these assumptions. We will need a total of 171,822 face-to-face prescriber hours for evaluations and medication management in Fiscal Year 2005. These hours do not include other needed functions performed by prescribers, including contact with family members, consultation with other team members, review of records, and documentation; therefore, the total number of available prescriber hours will need to be greater than this total.

Results of Prescriber Sufficiency Analysis

The first of the following two tables show demand in face-to-face prescriber hours and cost for Fiscal Year 2003. The second table shows the results of trending Fiscal Year 2003 data to Fiscal Year 2004 and Fiscal Year 2005.

| Prescriber Demand/Cost for FY03 | | | |
|---------------------------------|---------------------|----------------|---------------------|
| Population | Number of consumers | Hours per year | Cost per year |
| Children | 10,209 | 40,836 | \$6,750,599 |
| GMH/SA Adults | 15,017 | 60,068 | \$9,929,841 |
| SMI Adults | 15,238 | 60,952 | \$10,075,975 |
| Total | 40,464 | 161,856 | \$26,756,415 |

| Projected FY04 and FY05 Prescriber Demand/Cost based on FY03 | | | | | | |
|--|---------------------|--------------------------|-------------------------|-------------------------|--------------------------|-------------------------|
| Projected Demand (FY04) | | | | Projected Demand (FY05) | | |
| Population | Number of consumers | Projected hours per year | Projected cost per year | Number of consumers | Projected hours per year | Projected cost per year |
| Children | 11,230 | 44,920 | \$7,425,659 | 12,353 | 49,412 | \$8,413,306 |
| GMH/SA Adults | 17,119 | 68,478 | \$11,320,019 | 19,516 | 78,064 | \$13,292,021 |
| SMI Adults | 15,695 | 62,781 | \$10,378,254 | 16,166 | 64,664 | \$11,010,335 |
| Total | 44,044 | 176,179 | \$29,123,932 | 48,035 | 192,140 | \$32,715,662 |

Actions Taken

General Mental Health and Substance Abuse Adults

ValueOptions recently awarded additional contract dollars to a number of GMH/SA contracted providers to increase prescriber capacity by 36 percent, equating to an additional 260 hours a week of prescriber time. Providers were required to align these additional prescriber hours with their highest geographic concentration of Title XIX eligibles. As a result, total prescriber capacity in the GMH/SA system has been increased from 725 hours to 985 hours per week within the top 10 ZIP codes of Title XIX eligible consumers.

Providers will report to us when they have completed their recruitment so that the Network Management and Program Development Department can verify the additional prescriber capacity added. We will then begin the second phase of prescriber sufficiency analysis, including the reanalysis of encounter data and a reevaluation of provider capacity to meet required prescriber appointment standards. Provider capacity will also be analyzed based on calls for prescriber appointments from the Access Line and review of appointment logs during provider monitoring site visits. The Access Line will document provider responses and wait times for prescriber appointments so that we can measure improvement from our current baseline. We will follow this analysis with an additional infusion of contract dollars, if required, to meet our total prescriber capacity needs in Fiscal Year 2004.

Adults with Serious Mental Illness

The number of consumers served by the ValueOptions Direct Service Sites has increased 37 percent during the past thirty months. The growth in the ValueOptions Direct Service Sites' population has been largely due to three factors: changes in the eligibility criteria for Title XIX, changes in the SMI determination process, and population changes. At the height of this growth curve, the system reached a total of 27 prescriber vacancies, including new positions necessitated by the expansion of service sites. Through intensive recruitment, retention, and the use of nurse practitioners, we have been able to fill almost all vacancies with permanent prescribers. For a brief period in June 2003, all prescriber positions were filled. As of November, 2003, 80 teams are staffed with 73 permanent prescribers and 7 teams with Locum Tenens physicians. Approximately, 25 percent of prescribers are nurse practitioners.

ValueOptions has recently completed a re-organization of the front and back office functions of the ValueOptions Direct Service Sites to improve the efficiency of the use of prescriber time.

Children and Adolescents

Many of the same prescribers who serve the GMH/SA population also serve children and adolescents. We will reanalyze child and adolescent capacity needs once providers have completed their recruitment for the top ten ZIP codes of Title XIX eligible consumers, as described above.

How We Will Ensure Prescriber Sufficiency

ValueOptions will implement new practices or will continue the following practices that have proved to be effective to ensure prescriber sufficiency throughout the network:

Appointment Availability

All contracted providers are now required to have a prescriber appointment available to the consumer at the time of intake for consumers on psychotropic medication or referred for medication evaluation. This has been a challenge for smaller providers

who do not yet have centralized scheduling capacity but should dramatically improve access to psychiatric care for new enrollees to the system.

Recruitment

ValueOptions has stepped up recruitment efforts for our ValueOptions Direct Service Sites and has also added Human Resource capacity to assist contracted providers with prescriber recruitment. Recruitment and retention efforts include the following standard but effective industry methods:

- aggressive recruitment in national publications, including Psychiatric News, Nurse Practitioner Weekly and various key newspapers;
- letters sent to a select list of residency and nurse practitioner training programs across the country;
- established contracts with three national recruiting firms;
- hiring of a senior recruiter specializing in prescriber recruitment;
- establishment of a process for individualized mentorship for prescribers who are new to the field;
- revision of the salary structure for physicians and nurse practitioners to be more competitive nationally;
- expansion of flexible scheduling to allow for part-time work, four day weeks, and extra weekend days in Direct Service Sites and Urgent Care Centers;
- tuition reimbursement and time off for Continuing Medical Education (CME) credit at seminars and conferences provided;
- quarterly free all-day Saturday CME seminar presented by nationally known researchers/speakers;
- extensive Pharmacy Department Support provided to clinicians;
- reimbursement of travel-related expenses for applicants who choose to come to Phoenix for an interview; and
- payment of relocation expenses and sign-on bonuses offered.

The combined effect of these efforts has produced a steady stream of inquiries and applications from prescribers throughout the country.

The recruitment of Nurse Practitioners has been substantially enhanced by a close working relationship with the two in-state training programs. ValueOptions' senior nurse practitioners often serve as practicum supervisors for students in training. Some of the same senior nurse practitioners also serve as faculty of nurse practitioner training programs. A positive experience in a Direct Service Site or provider agency often leads to employment after graduation.

Increased Use of Nurse Practitioners

Recruitment of nurse practitioners has been successful for the ValueOptions Direct Service Sites and now will be extended to the rest of the provider network. We will capitalize on our working relationships with the two in-state training programs to offer preceptorships in alternative provider sites with populations other than adults with serious mental illness.

More Efficient Use of Prescribers

At the ValueOptions Direct Service Sites, a registered nurse is available to every case management team. At some sites, nurses coordinate their activities with the prescribers. In most cases, however, nurses maintain a schedule of consumer visits that is independent of prescriber activity.

To improve efficiency, we will realign the working relationship between the prescriber and nurse. As in a more traditional general medical office practice, all consumers with appointments to see the prescriber will first see the nurse, who will measure vital signs, obtain an interim history, and perform initial medical record documentation. The nurse will review the status of target symptoms, check for any adverse medication reactions, screen for movement disorders if the consumer is taking an antipsychotic and assess and address any barriers to treatment adherence. Nurses will also obtain and synthesize all other available critical clinical information before the prescriber sees the consumer, such as lab results and consultation reports, and will communicate with the primary care provider before and/or after the visit, as required. In some cases, nurses will provide follow-up care, as directed by the prescriber.

In 2004, ValueOptions will pilot a model that will increase efficiency of prescribers and nurses. This pilot demonstration will initially occur in five of the larger Direct Service Sites.

In addition to these changes, all coding of nurse and prescriber encounters will be the responsibility of a dedicated coder to improve encounter submission and to ensure accurate prescriber utilization data are available for future capacity analyses.

Based on their performance on psychiatric appointment access standards, a number of high volume contracted providers will also be selected to participate in a similar pilot of use of nurses in tandem with physician and nurse practitioner prescribers.

ValueOptions will also conduct an in-depth review of all intake agencies to assess prescriber scheduling, productivity, encounter reporting and performance on appointment access standards. This assessment will include a review of staffing patterns and the utilization of other medical professionals to support and improve the productivity of prescribers. This analysis will be conducted by a cross-departmental team and will result in a written report of findings, recommendations and a technical assistance plan.

Market Analysis of Prescriber and Nurse Salaries

Salary revisions have improved the salary structure for physicians and nurse practitioners at the ValueOptions Direct Service Sites. We will conduct a full market analysis of prescribers and nurse salaries and revise contracts as needed to allow all contracted providers to pay a competitive salary for prescribers and nurses.

Coordination with AHCCCS Health Plans

Arizona Health Care Cost Containment System (AHCCCS) Health Plans have requested that the ValueOptions Pharmacy Department provide technical assistance to them in developing a cost-effective formulary for patients with attention deficit hyperactivity disorder, anxiety disorders and depressive disorders whose Primary Care Physicians (PCPs) choose to prescribe psychotropic medications. In addition to working with individual Health Plans, we will be available to provide technical assistance should AHCCCS want a uniform psychotropic medication formulary across all AHCCCS Health Plans, to improve access to care for all Title XIX eligible consumers, whether they receive prescriptions through ValueOptions or through their PCP and an AHCCCS Health Plan.

We will also work more closely with the primary care providers who wish to improve their capacity to manage consumers with attention deficit hyperactivity disorder, anxiety disorders and depressive disorders, through inviting their attendance at our quarterly Saturday Continuing Medical Education seminars and by continuing to offer expedited access to psychiatric consultation to primary care providers with referral questions. Although these changes will not improve ValueOptions prescriber capacity directly, an enhanced ability of primary care providers to care for uncomplicated behavioral health disorders may slow the rate of growth of general mental health and substance abuse adult consumers requiring RBHA prescriber services.

Monitoring of Results and Revision of Action Plan

Until access to care standards for prescribers are consistently met, the ValueOptions Quality Management and Network Management and Program Development Departments will jointly implement a performance improvement activity focused on prescriber performance. Quality management staff will create prescriber profiles by provider agency and by ValueOptions Direct Service Site. These profiles will identify outlier individual prescriber practices and the agency support activities that most contribute to prescriber efficiency. Profiles will include no-show rates, extent of overbooking and prescriber productivity, using hours of face-to-face prescriber encounters, and total hours of prescriber time encountered compared to total time available according to provider appointment logs.

The Network Management and Program Development Department staff and Quality Management Department staff will work with providers to identify root causes and actions for improvement by population. Through the Chief Clinical Officer, who chairs all of the Population-specific Management Committees, we will implement a coordinated improvement approach across all contracted and direct services providers. Results of this ongoing performance improvement activity will be reported to the Quality Management/Utilization Management (QM/UM) Committee, Executive Management Committee, ADHS/DBHS, advisory committees, and stakeholders.

n. Housing and Residential Needs for Persons with a Serious Mental Illness

Passage of the McKinney Homeless Assistance Act in 1987 reflected a growing consensus among researchers that supported housing could enhance the ability of adults with serious mental illness to live independently while simultaneously reducing the cost of their care. Since that time, multiple studies have proven the effectiveness of supported housing as one component of a service delivery system that includes housing, supportive services, rehabilitation services, and treatment services.

Housing First—A ValueOptions Next Step

Effective July 1, 2004, ValueOptions will develop and manage a comprehensive, unified housing and residential program to meet the needs of consumers with serious mental illness. This program, based on the nationally recognized Housing First Model, will be consistent with the *Arizona System Principles* and the *Principles for Persons with a Serious Mental Illness* and will further the goals of the Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS) Strategic Plan for Housing. The underlying assumptions in the Housing First Model are:

- Placement in independent housing is the most desirable option for the majority of consumers.
- People more effectively learn independent living skills when living independently, not when living in an institutional setting.
- Network systems development is critical in order to provide the rehabilitation and other support services to improve consumers' abilities to live successfully in the community and to cultivate meaningful activities.
- Consumers choose housing and sign leases in their own names, with choices limited only by market conditions, e.g., price, background checks, crime-free/drug free restrictions and other requirements of tenancy.

Independent housing consists of housing and housing-related opportunities for consumers who are able to live in a community environment. In contrast to residential treatment, independent housing offers a less restrictive and programmed environment where consumers attend school and/or work and engage in community activities, that are maintained and scheduled by the individual. Outpatient covered services are available as needed, and consumers are assisted in finding and using natural support services. The focus is on assisting consumers to establish a social support system and to access community resources successfully.

Consumers may reside either with family members, in a self-owned home or condominium, or in a non-subsidized apartment community. Rental subsidy may be provided to consumers who, if eligible, pay no more than 30 percent of their adjusted income towards rent, through programs such as Housing and Urban Development (HUD) Section 8 vouchers, project-based housing, tenant-based housing, and sponsor-based housing in Shelter-Plus Care programs. Independent housing, unlike institutional facilities is not licensed and allows people to choose housing based solely on their ability to meet the terms of tenancy.

This approach to supported housing and residential treatment is a reform that will require:

- redesign of traditional residential treatment services;
- an increase in rehabilitation and support services; and
- a concentrated housing development effort.

Residential Redesign

Traditional residential treatment programs follow a linear process, which assumes that consumers will progress from a 24 hour a day, 7 days a week living situation, to 16 hours a day, to 8 hours a day, to independent housing with supports. This linear approach significantly limits consumer choice and assumes that skills learned in residential treatment settings are transferable to independent living. We believe that being housed in independent dwellings with adequate and appropriate support services is the appropriate option for most consumers. Therefore, in keeping with the Housing First Model of supported housing, ValueOptions will place consumers in independent housing based upon tenancy requirements, limited only by significant clinical factors. Covered Services, with a primary emphasis upon rehabilitation and support services, will be provided in the consumer's residence or at office sites as long as is necessary. Traditional residential treatment will become a more short-term specialized service, ensuring that some residential facilities become specialized in working with specific population groups with special needs who require 24 hours a day, 7 days a week care. Examples include individuals

who are sexual offenders, consumers with developmental disabilities and serious mental illness and individuals that require significant assistance with personal care.

One outcome of this redesign will be a shorter length of stay in restrictive residential settings and a more rapid move into community independent living. Residential facility staff will assist individual residents in identifying community living goals, exploring community living options, identifying strengths in the area of community living skills, and creating plans to develop new ones. This change in operating protocols is consistent with the *Principles for Persons with a Serious Mental Illness* and the ADHS/DBHS Strategic Plan for Housing.

Residential treatment services are allocated based on the consumer's need for treatment and require that the consumer participate in program services. In the Housing First model, housing is a place a person chooses to establish as his or her primary source of shelter and personally controlled space, and is distinguished from an institutional system of care in that it is not licensed; a person chooses housing based solely on their ability to meet the terms of tenancy and may remain as long as they meet those terms; a person chooses whom, if anyone, they live with; and a person may choose to receive or reject treatment, rehabilitation, or support services in their home.

Redesign of the traditional residential treatment model that exists in Maricopa County today is necessary to ensure the availability of licensed facilities for all consumers who require this level of care. This effort will be overseen by the Chief Clinical Officer, and involves:

- **Assessment of all Current Residential Consumers**—Existing traditional residential treatment programs (Level II and Level III) maintain capacity for 300 consumers. All consumers in these facilities will be interviewed and assessed to identify those who are clinically capable and desire to move to more independent housing. The goal of this effort is to foster moves to community-based independent living with supportive services. This assessment process will be completed by July 1, 2004, with transition to community living for all identified consumers to be completed by July 1, 2005.
- **Residential Conversion**—Many residential treatment programs will transition to supported housing environments focused on rehabilitation. Some current residential treatment settings will be converted to acute alternatives to inpatient hospitalization, or step-down from inpatient or acute settings for specialized clinical goals. The ValueOptions Serious Mental Illness (SMI) Placement Unit, under the direction of the Vice President of Clinical Operations, will identify existing residential facilities for conversion by July 1, 2004. At least two facilities will be converted by January 1, 2005; 50 percent will be converted by January 1, 2006; and 100 percent will be converted by January 1, 2007.
- **Training and Technical Support**—ValueOptions will work closely with residential provider agencies throughout this residential redesign. Staff within the SMI Placement Unit, Housing Acquisition and Property Management Unit, and Network Management and Program Development and Training Departments will provide training and technical support. Program specifications, descriptions, and requirements focused on recovery and rehabilitation will be delineated, including target outcomes for inclusion in provider contracts, and program fidelity standards/provider monitoring protocols. These plans will occur by July 1, 2004. Training and on-site technical support will begin July 2004 and continue through January 2007.

Development of Rehabilitation and Support Services

Working collaboratively with providers, ValueOptions will ensure that sufficient outpatient capacity exists within the contracted network to provide services in a consumer's home. If capacity is not sufficient as new housing units are developed and acquired by the Housing Acquisition and Property Management Unit, additional capacity will be created by redistribution of existing funds or utilization of new funds as available.

The Maricopa County Cost Analysis, comparing SMI funding and costs for the year ending June 30, 2003, to the Leff Report, as cited on page 33 of the ADHS/DBHS Strategic Plan for Housing, indicates an additional need of over 22 million to meet expectations. The largest discrepancy is in the categories of rehabilitation, support services, and residential, which includes housing. These areas have been and will continue to be actively targeted by ValueOptions for housing development and continued expansion as housing availability increases.

ValueOptions uses four major information sources to address the housing and residential treatment needs of persons with serious mental illness: the ADHS/DBHS Strategic Plan for Housing, the Leff Report, the Arnold v. Sarn Exit Stipulation, and an analysis of capacity, utilization, and unmet needs. Further, ValueOptions tracks capacity for outpatient counseling, support, and rehabilitation services contracted through the provider network, the census at the Arizona State Hospital, and the number of individuals in supervisory care homes. Information resulting from this analysis is used by the Housing Acquisition

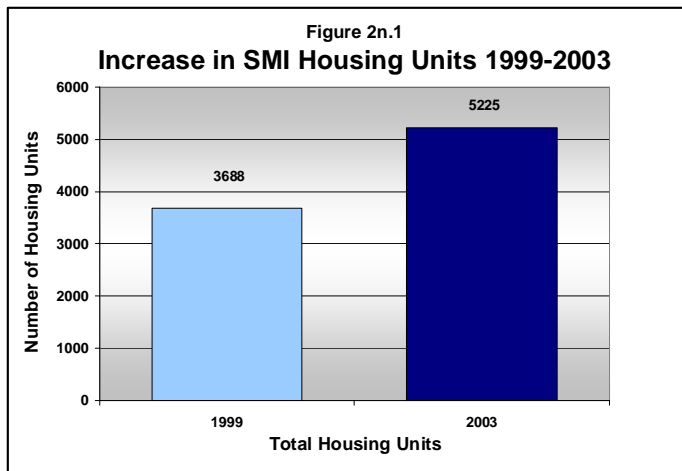
and Property Management Unit to direct property acquisition and development activities and by the Network Management and Program Development Department to direct service procurement and contracting activities.

Concentrated Housing Development

Currently, ValueOptions maintains a professional Housing Acquisition and Property Management Unit that is responsible for developing and maintaining a full range of housing options from semi-independent to independent living settings with and without staff supports. For homeless consumers, including those with substance abuse issues, we contract with Arizona Behavioral Health Corporation (ABC), a non-profit housing organization, to administer the HUD Shelter Plus Care and Supportive Housing Program grants. Jointly, ADHS/DBHS, ValueOptions and ABC have achieved a great deal of success in maintaining and increasing the number of HUD subsidized units for homeless persons with a serious mental illness. Currently there are a total of 5,245 subsidized units (including 20 COOL units) in the RBHA system. Of these units, 4,302 are funded

by the federal government and 943 are state-funded. Of these units, 731 of them target priority population consumers who require extensive support services.

Of the 943 state funded units, 103 permanent housing units were purchased with HB 2003 funds through non-profit agencies to increase housing stock for priority population consumers. These units are deed and covenant restricted to be available for exclusive use of individuals with serious mental illness for 15 years. This model is actively being expanded with the purchase of additional permanent housing units using \$5.4 million of the ComCare Liquidated Trust Proceeds as part of the plan to expand state-funded housing programs by 212 units within two years. Figure 2.n.1 illustrates the growth in housing.



Strategic Plan for Housing

ValueOptions is committed to fulfilling the objectives and requirements of the ADHS/DBHS Strategic Plan for Housing. Specific accomplishments related to the Strategic Plan and related actions are described in *Volume 3.v*.

o. Assertive Community Treatment (ACT) for Persons with a Serious Mental Illness

Development of Assertive Treatment as a Distinctive Treatment Methodology

The Assertive Treatment model was developed locally in a joint effort between ValueOptions and the Arizona Department of Health Services/ Division of Behavioral Health Services (ADHS/DBHS) after careful research and analysis, including on-site visits and consultation with similar programs nationwide. Over the past three years, ValueOptions has implemented the Assertive Treatment Model across Maricopa County. While this model is referred to throughout Maricopa County and may be referenced in other sections of this proposal as “ACT”, for purposes of fidelity to the *ADHS/DBHS Strategic Plan for Case Management and Clinical Team Services* and clarity in responding to this item, the term “Assertive Treatment” is used.

In keeping with ValueOptions’ strong commitment to recovery from psychiatric illness, the Assertive Treatment Model differs from the original Program for Assertive Community Treatment (PACT) developed by the University of Wisconsin in that there is an inherent assumption that consumers will get better. Many Assertive Treatment participants may no longer need the intensity of this service over time, allowing for “graduation” to the more supportive intensity of case management treatment. Participation in Assertive Treatment is voluntary.

ValueOptions’ Assertive Treatment Teams are community-based and mobile, offering a wide array of services seven days a week, 24 hours a day. Services are provided at very low consumer-to-staff ratios, allowing continuous, ongoing contact with the individual. Assertive Treatment takes a multidisciplinary, proactive approach to case management treatment. An Assertive Treatment Team is generally the primary provider of services, setting this model apart from more traditional “linkage” or “brokerage” models of case management.

Assertive Treatment Demonstration

ValueOptions has devoted significant resources toward the enhancement of clinical team services. This led to the creation of five such teams to ensure that adult consumers most severely affected by serious mental illness are involved in the greatest intensity of case management service available. The effectiveness of these teams has been demonstrated based on the preliminary results of the House Bill (HB) 2003 Adult Program Outcome and Evaluation Study conducted by the ADHS/DBHS, Arizona Office of the Auditor General, and ValueOptions. ValueOptions is committed to the ongoing support, development, and maintenance of this crucial service.

In February 2001, ValueOptions Direct Service Sites initiated a demonstration of enhanced clinical team services, including the establishment of two Assertive Treatment Teams in Central and South Phoenix as a major portion of the HB 2003 initiative. These teams target consumers in greatest need—those who have severe symptoms and impairments not effectively remedied by available treatments or who, for reasons related to their mental illness, resist or avoid involvement with mental health services. Significant resources were devoted to this demonstration. Staff members were carefully selected for their experience and clinical expertise and received ongoing training specific to the model. Resources available to the team were enriched, including flex funding.

In 2002, ValueOptions added three additional Assertive Treatment teams to serve consumers in the East Valley and Glendale. Expansion of Assertive Treatment Teams was a result of the positive impact on participating consumers, family members, and the Direct Service system of the demonstration. The five existing Assertive Treatment Teams continue to maintain fidelity to the model originally delineated in the *Strategic Plan for Case Management and Clinical Team Services*. To date, 325 consumers have been served by Assertive Treatment Teams. Most areas of metropolitan Phoenix are covered, serving consumers from multiple cultural and ethnic backgrounds.

Assertive Treatment Teams contain considerable resources of knowledge, skill and experience. Each team includes a psychiatrist, a nurse, and specialists in rehabilitation, substance abuse, housing, peer support, and case management, in addition to other support staff. Services are provided in consumers’ homes, where they socialize, or other community setting, and are designed to be the most intensive and flexible clinical services available.

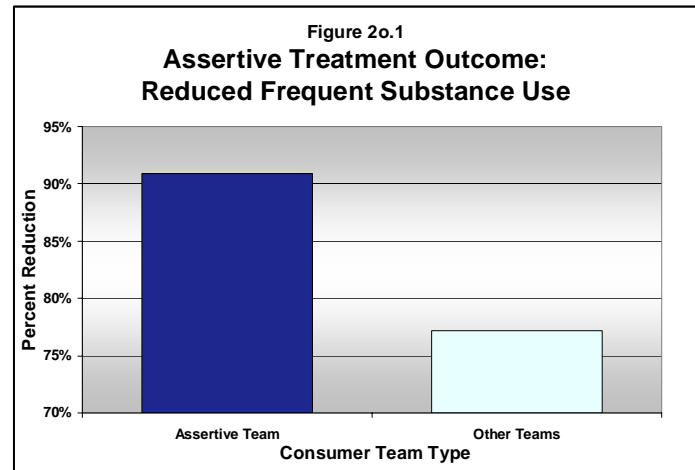
Figure 2o.1 illustrates the positive impact Assertive Treatment has already had on the lives of participating consumers in the area of substance use. The graph compares consumers involved in Assertive Treatment to those served on other case management teams.

Future Enhancements

ValueOptions has identified a number of enhancements for incorporation into the Assertive Treatment Model. With ADHS/DBHS review and approval to ensure consistency with the *Strategic Plan for Case Management and Clinical Team Services*, ValueOptions will progressively increase the size and scope of Assertive Treatment coverage.

We will increase the number of Assertive Treatment Teams by one team per contract year and will create a Specialized Assertive Treatment Team to serve monolingual consumers (described below). At the end of three years, this expansion will represent a combined total of nine teams with a static capacity to serve a minimum of 540 consumers in greatest need. This number is consistent with recent assessments estimating the number of consumers meeting the minimum criteria for Assertive Treatment to be approximately 500. The location of additional teams will be determined by an annual analysis of the geographic location of all individuals with serious mental illness meeting Assertive Treatment criteria.

In addition to general expansion of team capacity, two related aspects are considered particularly important and are described below.



Delivering Culturally Relevant Assertive Treatment Services—A ValueOptions “Next Step”

ValueOptions is strongly committed to developing and delivering culturally competent and culturally relevant services. The population of Maricopa County is diverse and rapidly changing. The number of non-English speaking residents is increasing, with the Latino population representing 47 percent of Medicaid eligibles. ValueOptions is committed to creating an Assertive Treatment capability that combines the lessons from Assertive Treatment to date with our experience of maximizing the cultural relevance of care delivery, including the integral role of peers and family members.

There is an expanding body of mental health knowledge stemming from cross-cultural research conducted in universities in this country and Latin America that now makes possible more focused programming and precise treatment within Latino populations. Such findings cover a wide range of psychosocial, epidemiological and biological information that can be integrated into specialized treatment environments, leading to better intervention outcomes. In spite of such progress in the research environment, mental health programming that systematically applies this new knowledge in an integrated and intensive model is, as yet, rare.

Within the plans for expanding Assertive Treatment, ValueOptions will develop a dedicated Assertive Treatment team for limited English/monolingual Spanish speaking consumers with serious mental illness and co-occurring substance abuse. This group has represented a significant challenge for the conventional treatment system. The new team will be based upon the existing assertive treatment model, but further “specialized” by using staffing, environmental, assessment, and treatment methods shown by recent research to be more effective with specific Latino subgroups.

Treatment planning and intervention will be highly individualized, drawing upon the person’s distinctive “folk” and cultural norms, will clarify perceptions and expectations, and will structure and pace the chosen interventions in an appropriate manner. Medical practice will consider known genetic and physiological factors associated with medication effects in different groups. Other considerations, such as gender, basic health needs, family involvement, social network, and religious support will also be an integral part of the intervention process. This team’s structure, processes, and outcomes will be tracked to evaluate the costs and benefits of this approach. As the model is improved, it is expected that additional teams will focus on other ethnic/racial groups that trends suggest will grow as a proportion of the population of Maricopa County during the next contract period.

Increasing Peer Support and Family Involvement in Assertive Treatment

ValueOptions employs behavioral health consumers as Peer Support Specialty Case Managers on each Assertive Treatment Team. These staff members add a distinctive feature to the Assertive Treatment Model, offering participating consumers support and guidance based on the personal experience of their peers. Further, Peer Support Specialists also provide consultation to other team members on relating to consumers and understanding behavioral health from the consumer's point of view.

ValueOptions is increasing our emphasis on family participation in Assertive Treatment services. We will be initiating a new outreach effort to actively engage families of Assertive Treatment participants and to support their involvement in Assertive Treatment. This outreach will be supported by initiatives specifically tailored to family members. We will provide basic information regarding the behavioral health system and about the nature and implications of serious mental illness, and will assist family members to become providers of natural support for Assertive Treatment participants. Please see *Volume 2.q* for additional information.

p. Oversight of Discharge from Level I for Persons with a Serious Mental Illness

ValueOptions strives to maintain sufficient availability of high quality inpatient services within Maricopa County. We also understand that funding that is spent on inpatient care is not available to build and support community treatment. Therefore, ValueOptions ensures that consumers are discharged from inpatient care as soon as it is clinically sound to do so through coordinated utilization management and close monitoring of inpatient trends. ValueOptions discharge planners are responsible for initiating discharge planning as soon as the consumer enters an inpatient facility and for ensuring that a discharge plan is in place within the first few days of hospitalization. We uphold the Arizona *Principles for Persons with a Serious Mental Illness*, believing that consumers must have the opportunity to receive services that are the least restrictive of their freedom and that are integrated into their home communities through housing and residential services located in residential neighborhoods.

Over the past decade, the population of Maricopa County has grown at an exponential rate. This unprecedented growth rate, coupled with the increase in the number of enrolled consumers with serious mental illness, has led to an increase in inpatient days. Analysis of inpatient census trends reveals that this increase is not totally explained by the expected increase in the number of admissions, but also indicates a trend toward longer lengths of stay.

A number of reasons exist for longer lengths of stay—the process for court-ordered treatment, which can take up to 13 days; insufficient availability of residential beds; and in-home support services that are not always sufficient to meet more intensive needs. In addition, many consumers admitted to the hospital have had difficulty with taking required medications prior to admission, and their discharge plans usually include recommendations for supervision or administration of medications several times a day— a service that has been historically challenging to provide outside of a 24 hour residential treatment setting.

To ensure that consumers with serious mental illness are discharged to appropriate settings in a timely manner from Level I facilities, as described in the following paragraphs, ValueOptions will:

- integrate the clinical oversight of inpatient and Level I residential treatment discharge planning with the oversight of placement in community-based settings, effective April 1, 2004;
- increase the availability of community placements;
- redesign residential treatment;
- request expedited court hearings for consumers who are otherwise ready for discharge; and
- increase medication monitoring alternatives.

Integrate Clinical Oversight

To facilitate more effective discharge planning while maintaining clinically sound decisions regarding community placement, ValueOptions proposes to modify our organizational structure, as described in *Volume 1.g*. All staff involved in coordination of discharge from Level I Facilities and community placement will be organized into the new SMI Placement Unit. Clinical supervision will be provided by the Chief Clinical Officer, who will oversee all RBHA and Direct Services clinical operations; the Vice President of Clinical Operations, who is responsible for the Utilization Management, Care Management, Crisis, Evaluation, Customer Service and SMI Placement Units; and the SMI Placement Manager, a newly created position, who will be responsible for the oversight of all SMI placement activities. Reorganization of these functions into one consolidated unit will lead to more timely discharge from Level I facilities by streamlining the placement process and allowing easier access to care for consumers.

The SMI Placement Manager and staff will work collaboratively with the Manager of Housing Acquisition and Property Management in the Community Relations Department, the Director of Utilization Management and the Clinical Directors for ValueOptions Direct Service Sites. The Vice President of Clinical Operations, SMI Placement Manager, and Arizona State Hospital Liaison will also work collaboratively with administrators and staff of Level I facilities to modify and further refine discharge protocols for consistency and expediency. Further, to facilitate the management of bed capacity across the full continuum of housing and residential treatment, ValueOptions will implement a Web-based “available bed bulletin board” during the first six months of the new contract period.

An integrated SMI Placement Unit will oversee all discharge planning and community placement from inpatient and Level I Residential Treatment.

Discharge from the Arizona State Hospital

The Arizona State Hospital Liaison, housed in the SMI Placement Unit, will ensure active coordination between the Arizona State Hospital and the three ValueOptions' Arizona State Hospital specialty case management teams located within the 1300 North Central ValueOptions Direct Service Site. ValueOptions and the State Hospital have developed and maintain specific protocols governing discharge. Since 1999, ValueOptions has discharged 137 consumers from the Arizona State Hospital and has remained below the new target cap of 78. With the current civil census at 78, 20 to 25 consumers will need to be discharged to the community to meet the Exit Stipulation census goal of 55 by the end of the second contract year.

The specialty case management teams work in concert with State Hospital staff to ensure that all consumers residing in the State Hospital receive the services and treatment necessary to be discharged to the community. Once a consumer is placed on the discharge ready list, a transition plan is jointly developed, and the consumer is transitioned from the Hospital to the community within 60 days. The Direct Service Clinical Team works with the SMI Placement Unit to complete housing applications and to identify and secure the necessary types and levels of covered services within the provider network.

On the day of discharge, the consumer sees the ValueOptions Direct Service Psychiatrist and Case Manager to review primary care follow-up needs. During the first month after discharge, the consumer receives intensive case management services and is seen weekly by the psychiatrist to ensure that all necessary supports are in place to maintain a successful transition to the community.

Discharge from Other Level I Facilities

The Director of Utilization Management maintains an accurate, current census of all consumers residing in Level I facilities. The Director works in concert with the SMI Placement Unit to ensure that progress is achieved toward discharge of all inpatient consumers. ValueOptions' Discharge Planners assigned to Level I facilities will work collaboratively with SMI Placement Unit staff, Area Clinical Care Coordinators, and Clinical Care Planners to achieve rapid discharge for all consumers in Level I facilities. Discharge planners also ensure active communication and coordination with all other involved outpatient providers.

Immediately upon admission to Level I facilities, discharge planners and clinical care planners from the ValueOptions Direct Service Sites begin the process of assessing consumer strengths, resources, and service requirements. This results in:

- development of an aggressive discharge plan for each consumer;
- identification of what events or variables triggered the current admission;
- delineation of what is required for the consumer to be discharged from inpatient care;
- identification of barriers that might prevent or delay discharge, and development of plans to address barriers;
- development of a risk assessment to prevent readmission to the hospital; and
- development of relapse prevention plan.

ValueOptions intends to place consumers discharged from Level I facilities in the independent housing of their choice. SMI Placement Unit staff members will identify available housing options and begin the housing application process in collaboration with the Manager of Housing Acquisition and Property Management. In keeping with our Housing First Model, housing opportunities will be available based on the consumer's need for housing and meeting the terms of tenancy (including price, background checks, crime-free/drug free restrictions, and other tenancy requirements) as the only criterion for placement.

In addition, SMI Placement Unit staff will arrange for the provision of intensive support services offered through the provider network. These services, including support and rehabilitation, will be provided to ensure successful transition to and maintenance of community living and are arranged in collaboration with the consumer's clinical team.

Increase Community Placements

The ValueOptions Manager of Housing Acquisition and Property Management maintains an inventory of community housing options for consumers who have a serious mental illness, including over 5,000 subsidized housing units. We will continue to expand these options to ensure availability of housing for adults with seriously mentally ill.

Many consumers entering the hospital have no income and have poor credit histories, felonies, substance abuse problems, and/or recent histories of losing housing as a result of property destruction or minor crimes. These issues often limit the housing choices for consumers discharged from Level I facilities who need independent housing in the community,

especially given the increasing prevalence of crime-free and drug free restrictions and other requirements of tenancy. As a result, in 2001, ValueOptions initiated a process to purchase permanent housing units free of such tenancy restrictions. Using HB 2003 funds, this effort resulted in the creation of 103 permanent units. We will use ComCare Trust Funds to purchase an additional 212 units over the next two years.

Redesign Residential Treatment

In keeping with Housing First, and as clinically warranted, ValueOptions will place consumers in the independent housing of their choice directly upon discharge from Level I. Covered services will be provided in the consumer's residence as long as is necessary and with sufficient intensity to maintain the consumer's community tenure.

With this redesign of housing services, traditional residential treatment will become a more specialized service designed to address specific needs. This change is consistent with the *Principles for Persons with a Serious Mental Illness*, and is described more fully in *Volume 2.n*.

Redesign of the traditional residential treatment model will ensure the availability of these licensed facilities for all consumers that require this level of care. One outcome of this effort will be a more focused use of restrictive, group-living environments for consumers with special treatment needs and a more rapid move into community independent living for most other consumers. Some current residential treatment settings will be converted to acute alternatives to inpatient hospitalization, or to step-downs from inpatient or acute settings for specialized clinical goals. This effort will also ensure that some residential facilities become specialized in working with population groups with special needs that require 24 hour a day, 7 day a week care, such as consumers with sexualized behaviors, consumers who are developmentally disabled and seriously mentally ill, and consumers who are expected to require assistance with personal care indefinitely.

ValueOptions will develop another facility as an alternative to or a step-down from inpatient for consumers who are enrolled with the Department of Economic Security/Division of Developmental Disability (DES/DDD). The facility will be staffed by DDD with ValueOptions providing the psychiatric and behavioral health services. DDD and ValueOptions will jointly train the facility staff. The facility will be fully functioning by July 2004.

Expedited Court Hearings

Maricopa Integrated Health Services (MIHS) has agreed to expedite hearings at ValueOptions' request for consumers who are ready for discharge except for completion of the court-ordered treatment process. We will continue to collaborate with MIHS to seek other solutions in order to expedite the court-ordered process for all consumers.

Increased Medication Monitoring Alternatives

Often, consumers discharged from inpatient facilities are readmitted due to a relapse in adherence to prescribed medication regimens. To address this issue, ValueOptions will develop medication protocols recommending, whenever possible, that prescribers in hospital and outpatient settings implement medication regimens that involve self-administration once daily.

Some ValueOptions Direct Clinical Services Sites are open evenings and weekends to serve all enrolled consumers with serious mental illness, but specifically those consumers that have been discharged from Level I care and need immediate follow-up. These clinical sites have "drop-in" time for consumers to receive medication monitoring and supportive services without an appointment. Two sites currently have extended hours, and an additional three sites will have extended hours by July 1, 2004. This expanded availability of clinical team support may alleviate some of the need for hospitalization and use of the Urgent Care Centers.

ValueOptions is also completing the hiring process for eight licensed practical nurses (LPNs) and two registered nurses (RNs) to begin in-home medication monitoring for consumers discharged from Level I facilities. Under the supervision of the RN, LPNs will perform home visits, address any barriers to medication adherence, and supervise the consumer's self-administration of medication. This activity will be conducted at two ValueOptions Direct Service Sites and will be expanded to other sites by February 2004.

q. Peer Support Services for Adults and Children

ValueOptions was an early advocate of a vision for behavioral health that embraces recovery from psychiatric illness as an overarching goal, fosters inclusion and active involvement of consumers and families in treatment, and supports development of community-based initiatives. Peers and family members can bond with consumers in ways fundamental to successful recovery: they are able to empathize and to provide concrete proof that people can and do get better and that the consumer is not alone in the community, or in his or her diagnosis.

In partnership with consumers, providers, and state agencies, a number of significant achievements in this area have been made in Maricopa County. These include:

- creation of the Family Involvement Center;
- development of the nationally recognized META Recovery Education Center
- significant expansion of consumer-run services;
- the House Bill (HB) 2003 program; and
- implementation of strategic plans for rehabilitation, case management, housing, and dual diagnosis.

At the heart of our vision for the next contract term is promoting consumers and their family members as providers of peer support. Our objective is to guide, shape, and modify the behavioral health system to achieve true integration of peer and family support. Our national and local resources, experience, and expertise in combination with proven partnerships with the community, state agencies and providers enable us to design, implement, and institute major change in this program area. Specific milestones in this process are to:

- afford every consumer and their family the support and mentoring that can only be provided by peers;
- offer every consumer and family member education regarding the nature and implications of mental and emotional disorders and the behavioral health system;
- recruit and train peers and family members as employees and/or volunteers within all aspects of behavioral health care provision; and
- enable consumers and family members to steer the direction of the system.

Overview of Process for Having Consumers and Family Members as Providers of Peer Support

To achieve the above objectives, we must employ methods that comprehensively cross all population groups and eligibility categories, as well as targeted approaches that respond to the needs of individual populations, including Children/Adolescents, General Mental Health/Substance Abuse, and Serious Mental Illness. ValueOptions will ensure that the network has consumers and family members as providers of peer support through ongoing analysis of network sufficiency by the Network Management and Program Development Department, review by Quality Management/Utilization Management (QM/UM) and Population-specific Management Committees (as described in *Volume 4.a.2*), and approval by the Executive Management Team. We provide an overview of this process below.

- ValueOptions **collects data** regarding provision of peer support services through a number of avenues, including consumer, family member, stakeholder, and staff input. We also monitor service utilization and encounter data, use customer satisfaction surveys, and conduct care management, Independent Case Review, and other audits. This information is used in the completion of the network sufficiency analysis.
- The **Network Sufficiency Analysis** and planning model is detailed in *Volume 2.d*, and is completed annually by the Network Management and Program Development Department. The network sufficiency analysis determines the adequacy of service capacity, projects service demand, and provides direction in the area of program development.
- The **QM/UM Committee** reviews the network sufficiency data described above, identifies strategies, and provides direction for strategic implementation.
- Three **Population-specific Management Committees** (SMI, GMH/SA and C/A) operationalize strategic program initiatives across all departments for their specific population(s). These Committees make recommendations to the QM/UM Management Committee and the Executive Management Team for decisions and approvals regarding program development.

- Once strategic program initiatives are approved, the Network Management and Program Development Department works in concert with representatives from all departments to procure peer and family support providers. The contract development process is described in *Volume 2.j*.

With initial implementations of peer and family support structures already operating within the behavioral health system, ValueOptions' most recent Network Sufficiency Analysis determined that the number of consumers and family members providing peer support is not sufficient to meet the anticipated need, and must be increased. The following sections describe population-specific accomplishments and how we will increase availability of peer support within those populations.

Population Specific Initiatives

Children and Adolescents

ValueOptions' experience includes significant development of peer support with parents who have Child and Family Teams (CFTs) and the development of youth peer support programs through prevention resources. Peer support is a recognized approach and strategy to strengthen our youth culture and reinforce leadership capabilities. This strategy has been implemented extensively in schools. Peer support, which in the youth movement has been implemented through mentoring models and peer leadership approaches, addresses academic, social, and behavioral issues.

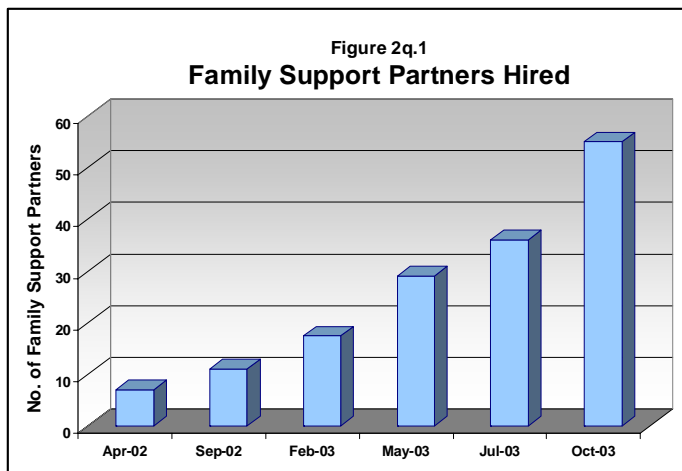
ValueOptions, in partnership with ADHS/DBHS, state agencies, families, and providers, has made tremendous progress in implementing Child and Family Teams, with over 1000 children and families with complex needs currently served in this manner. As a part of this initiative, individuals have received over 28,000 hours of training focusing on the individual strengths and needs of the child and family. This approach currently creates opportunities for all the participants in the CFT to identify other youth in the child's life that could provide peer support. Ideally, natural supports can be informal; however, the CFT process also allows for this to be a paid service. In partnership with families and our providers, we will develop a systematic way to identify and recruit youth who are doing well in their CFT to become peer supports.

Prevention of substance abuse in youth is a primary area in which the peer support approach has been successful. We will partner with schools and youth centers to expand peer support.

ValueOptions currently has four prevention providers who have developed peer support programs. For example, Concilio Latino de Salud has an Inhalant Abuser Peer Leadership program which trains young people 15-21 years of age. This organization uses a curriculum recognized as a best practice that is presented to middle school students to engage them in the peer leader model. Other curricula in the prevention field that have been successful with this strategy are the "Across Ages" curriculum which works to strengthen relationships between adults and youth, and the "Dare to Be You" curriculum, which adds the peer dimension. Our internal knowledge and partnership with our providers and community gives us access to curriculum and training that can be used to develop behavioral consumers who become providers of peer support.

In partnership with Arizona State University, Chicanos Por La Causa, and Maricopa Community Colleges, ValueOptions organized and delivered a leadership conference for youth participating in peer leadership programs at their schools. This initiative helped engage youth as "peer ambassadors for healthy lifestyles" and helped them identify opportunities for engaging in their community. It is our intention to have this conference become an annual occurrence and to enlist the support of even more students.

The involvement of parents as providers of peer support is already well established. The development of the Family Involvement Center, which ValueOptions was instrumental in creating along with family members and Saint Luke's Health Initiatives, has provided an organized and inspired approach to engaging family members. Currently, efforts are underway to utilize parent support partners as peer leaders by involving them in school presentations about mental health and associated stigma.



support from the Family Involvement Center. The Family Involvement Center, through its contract with ValueOptions, also provides Parent and Caregiver Orientation sessions for families who have children/adolescents with behavioral health needs on the Child and Family Team process. Family support nights are held, allowing informal networking and support. Figure 2q.1 shows the progress made in hiring Family Support Partners.

ValueOptions employs a family member as the Family and Community Coordinator. This person focuses on areas that support family Voice and Choice in the system, and assists in development of peer support. As a member of the prevention team, the Family and Community Coordinator also works closely with providers who deliver peer support. Emphasis on Family Voice and Choice has strengthened our ability to engage extended family and non-relative supports in serving a meaningful role in addressing the needs of the child/adolescent and family. Our contracts and payment mechanisms support both informal arrangements and paid support, if needed.

Specific program enhancement goals related to children and families include:

- Identify initially 20 youth that are consumers of behavioral health services to provide peer support in Fiscal Year 2004, with additional specific targets established for successive years in the Action Plan.
- Develop youth support nights in partnership with the Family Involvement Center.
- Collaborate with schools and youth centers in developing peer support. Meetings will be held with at least five schools and three community youth centers by December 2004.
- Expand recruitment of Family Support Partners through the Family Involvement Center.
- Delineate a systematic process to identify and recruit youth that are doing well in their CFT to become a peer support, with implementation during Fiscal Year 2004 and Fiscal Year 2005.
- Organize, in partnership with the Family Involvement Center, quarterly feedback sessions with FSPs to identify strengths and needs for developing their role.
- Require plans and reporting from CSPs on integrating FSP positions within their organizations.

General Mental Health and Substance Abuse

Family education and support are longstanding components of substance abuse treatment. Peer support was pioneered through groups such as Alcoholics Anonymous and Narcotics Anonymous. ValueOptions believes that these traditional models of family and peer support must be enhanced with new, powerful models. In conjunction with the ADHS/DBHS, a technical assistance request was submitted to the Center for Substance Abuse Treatment (CSAT) to help providers implement peer and family support programs. The request was granted by CSAT, and consultants have been assigned to the project. ValueOptions will embark on this project by focusing on two different and diverse populations.

One project will utilize the Guiding Star program, a Native American Connections residential program for substance abusing women and dependent children. The second program will also offer a unique opportunity by using the Community Bridges Detoxification program in Central Phoenix. This diverse population with high service needs and intensive engagement

requirements will offer a great challenge and learning opportunity. Both projects have potential to become Model Programs and will be used as springboards for new program development within the GMH/SA system over the next three years.

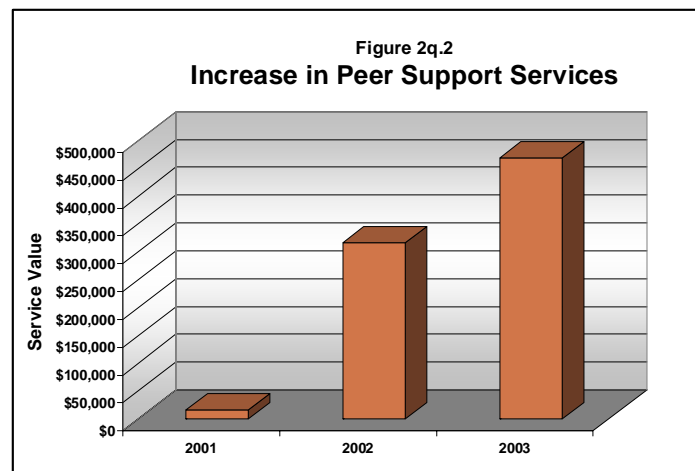
CSAT representatives return to Maricopa County for additional consultation November, 2003. With the assistance of CSAT, we will design our new peer support model by July 1, 2004, with preliminary implementation and outcome evaluation through January, 2005.

Adults with Serious Mental Illness

Since February 1999, ValueOptions has demonstrated leadership in the development of programs employing behavioral health consumers as providers of peer support. Funded by a grant from Saint Luke's Health Initiatives, ValueOptions initiated the Increasing Employment Opportunities program to provide seed grants, education and expert technical support and assistance to provider agencies and consumer groups creating peer-run services. The "Role of Work in Recovery" Conference, held in July 1999 and funded as part of this grant, focused attention on the concept of behavioral health consumers as providers of services. Via partnership with Rehabilitation Services Administration (RSA), this project fostered the creation of many peer support-related jobs and resulted in the implementation of the META Peer Support Training Program, now a nationally recognized Recovery Education Center. The Recovery Education Center is now the subject of a study measuring efficacy of peer support conducted by Boston University. Triple R Behavioral Health, in partnership with RSA, established a Human Services Training Program designed to prepare behavioral health consumers for employment at all levels within provider agencies.

With the advent of HB 2003, passage by voters of Proposition 204, and the Covered Services expansion, services provided by behavioral health consumers significantly increased or were enhanced in the provider network. For example:

- Peer support is an integral part of the Urgent Care Centers via the recovery-related "Living Rooms", which employ behavioral health consumers.
- Drop-in Centers were enhanced with increased capacity and the creation of new programs that provide peer support employment opportunities for consumers. In 2002, the North Phoenix Visions of Hope Center, a fourth consumer-run Drop-in Center staffed by peers, opened in North Phoenix.
- A consumer-run Warm Line employs behavioral health consumers as Warm Line operators and works in conjunction with ValueOptions Crisis Line.
- The Wellness Education for Life and Living (WELL) Program provides peer support services focused on health, wellness and home/self-management skills. Figure 2.q.2 illustrates the growth in peer support services for adults with serious mental illness.



Within the ValueOptions Direct Service Sites, the META Recovery Planner program was initiated, offering peer-run groups at all sites to assist participants in developing recovery plans. A Peer-run "Newcomers Group" is also provided for all new consumers and family members. The group introduces the concept of recovery, identifies what services are available, and provides a link to Recovery Planners. Wellness Recovery Action Plans (WRAP) classes are available at ValueOptions Direct Service Sites, as well as at many provider locations. In 2002, ValueOptions sponsored WRAP facilitation training for providers.

ValueOptions employs behavioral health consumers as Peer Support Specialists on all five of our Assertive Treatment Teams, and behavioral health consumers are employed as case managers, rehabilitation specialists, and other key direct service positions. Consumers are employed on a part-time, contractual basis, to participate in the Independent Case Review process and the consumer report card.

Specific program enhancement goals related to adults with serious mental illnesses include:

- Increase the hiring of behavioral health consumers as employees of ValueOptions Direct Service Sites and provider agencies to provide peer support, case management, supported employment, and other services.
- Within the first 12 months of the contract, develop new initiatives to expand the use of behavioral health consumers as providers of peer support within at least two additional large provider agencies.
- Within the first 12 months of the contract, develop new initiatives to create programs employing behavioral health consumers and their families as providers of family support in at least three large provider agencies.
- Require that all points of entry to the SMI system provide orientation to the SMI system provide orientation to new consumers.
- Initiate Family Education programs and protocols to increase family participation in the assessment and treatment planning process.

Peer Support Training

Achievement of our objectives related to peer support will require an increase in trained peer and family support workers within the system. Based on network analysis assumptions, we predict that a minimum of 150 full-time peers and 75 full-time family workers will be required within the system. Experience to date tells us that in practice the ratio of number of peers trained to the number of full-time employees is 1:3 for peers and 1:2 for family members. Therefore, we estimate that we need to train 450 peer workers and 150 family workers to fully respond to system requirements. These individuals will receive training through our provider network, using the Peer Support Training Curriculum created by ADHS/DBHS.

Over the past several years, we have learned from experience that new programs developed and run by behavioral health consumers require significant technical support and assistance. As the number of peer and family support programs increases over the next several years, ValueOptions is prepared to provide education, technical support and assistance in multiple areas, including program design, credentialing, billing and claims procedures.

Coordination with DES/RSA to Provide Employment Opportunities

ValueOptions will work collaboratively with the RSA to create a coordinated effort to further enhance training and employment opportunities for behavioral health consumers as providers of peer support. This effort is already underway, with momentum provided by RSA's significant contribution to the development and utilization of two peer support training programs for adults with serious mental illness over the past several years. ValueOptions will work with RSA regarding the potential to develop similar opportunities for adolescent populations via RSA's Juvenile Corrections, Youth Transition and School to Work Transition programs. We will also seek opportunities adults with general mental health and substance abuse disorders.

r. Language Needs for Behavioral Health Consumers and Families

ValueOptions recognizes that behavioral health consumers and families belong to a wide variety of cultural and ethnic communities, and therefore we consistently strive to ensure that all services provided in Maricopa County are culturally competent. We are acutely aware that minority groups are disproportionately represented in the child welfare system, juvenile justice system, and other social service systems. We also recognize that cultural and linguistic diversity needs to increase in the provision of mental health services within Maricopa County.

Over the past two years ValueOptions has aggressively focused efforts to address these issues. Our Cultural Competency Committee - consisting of ValueOptions executive management, provider CEOs, and members of the community representative of diversity - created a long-term strategy to address cultural competence, as documented in our Cultural Competency Plan. We implemented a significant training initiative for all ValueOptions and contracted provider staff to increase their competence in the provision of services to a diverse community. These efforts are more fully described in *Volume 2.h*.

Maricopa County is equally diverse in the number of languages spoken—the percentage of individuals who do not speak English is increasing. ValueOptions will use a number of strategies to determine provider staffing levels for the delivery of language appropriate services to behavioral health consumers and family members who have limited English proficiency or other language preferences, as described below.

During enrollment and the initial assessment, staff members identify the language preference of the consumer. The Network Management and Program Development Department is responsible for collecting information about the English proficiency and language preference of consumers. Twice annually, ValueOptions will prepare an analysis that compares language prevalence and English proficiency of consumers with the capacity of the provider network. The Director of Network Operations and Systems and the Cultural Expert, will report their results to the Cultural Competency Committee for recommended action. These actions may include:

Revising Provider Contract Provisions—Provider contract requirements may be amended as trends in language prevalence are identified. For example, ValueOptions now includes a contractual requirement for all Maricopa County providers to meet the National Standards on Culturally and Linguistically Appropriate Services in Health Care (CLAS) from the Office of Minority Health, Department of Health and Human Services. One of their standards states that “Health care organizations must assure the competence of language assistance provided to limited English proficient patients/consumers by interpreters and bilingual staff. Family and friends should not be used to provide interpretation services (except on request by the patient/consumer).” Contractor compliance with these and other standards is monitored by the Quality Management Department through provider audits.

Developing Specific Program and Service Targets—If ValueOptions identifies areas of under-representation of minority consumers, we will develop specific programs and service targets to address those issues. As an example, we initiated the Latino Youth Initiative, described in *Volume 3.i*. This new program provided financial incentives for providers to increase enrollment of Latino youth, and to provide culturally and linguistically appropriate services. ValueOptions monitors this initiative through monthly reports. In 2003, seven providers achieved their target goals. As another example, ValueOptions, in collaboration with ADHS/DBHS, is receiving technical assistance from the Center for Substance Abuse Treatment (CSAT) to develop a peer and family support component at Native American Connections Guiding Star. This program will increase culturally relevant service alternatives for underserved Native American women.

Recruiting and Retaining Multilingual Staff—ValueOptions actively seeks to recruit and retain multilingual staff. To assist contracted providers in this effort, ValueOptions Human Resources Department has organized and hosted job fairs targeting bilingual candidates and individuals whose cultural backgrounds will augment treatment effectiveness. Through this process, each participating agency shares resumes and applications of qualified individuals. In addition, ValueOptions and many of our providers have implemented a pay differential in place as a tool to recruit and retain multilingual staff.

How ValueOptions Will Determine Provider Staffing Needs

Over the past three years, ValueOptions has actively worked to improve our data gathering and data analysis capabilities and to use data to make strategic system improvements and enhancements. These lessons will be applied to our efforts to identify the language preferences of behavioral health consumers and to calculate appropriate provider staffing requirements. We will determine provider staffing needs based on an analysis of census and demographic data; customer survey information;

consumer and stakeholder interviews; review of national standards, best practice programs, and evidence-based practices; Quality Management monitoring information; analysis of clinical staff assessments; assessment and enrollment data; linguistic capacity survey; and other language-related information, such as utilization of interpreter services.

Analysis of Census and Demographic Data

As an initial approach in identifying provider staffing needs, we use U.S. Census data to identify overall trends in the Maricopa County population and to assess the minimum overall staff linguistic ratio within the provider network. This information, coupled with more up-to-date information regarding Medicaid eligibles, penetration rates, and service utilization data, is analyzed by ZIP code to identify the greatest residential concentration of ethnic groups. These data allow ValueOptions to broadly identify requirements for program and service resource development. Staff members who provide direct care to consumers and families must reflect the culture and linguistic needs of the community in which they serve.

Assessment and Enrollment Data

The most accurate information regarding language preference of specific behavioral health consumers and their families is the information identified at time of enrollment and initial assessment of the consumer. Although staff currently identify the language preference during assessment and enrollment, this information is not captured through a specified field in the ValueOptions data system, nor is it captured when consumers and families are enrolled in Arizona Health Care Cost Containment System (AHCCCS). To assist intake staff and provide a more accurate and up-to-date assessment of behavioral health recipient language preferences, and to help set staffing targets for individual provider agencies, ValueOptions is adding a field to the intake/enrollment form to capture this information. Addition of this data element will allow collection of data regarding language preference of all new consumers entering the system. In addition, over the first six months of implementation, data regarding the language preference of all existing consumers will be collected.

The data collected during enrollment and assessment will be analyzed in conjunction with: the information from consumers, clinicians, and stakeholders; a survey of national standards; a review of best practices and evidence-based practices; and quality management monitoring information. The analyzed data will be used to establish minimum language-related staffing requirements for each provider within the network that will be incorporated into provider contracts. These contracts may also include financial incentives to:

- meet these targets;
- determine the need for materials in other languages to meet ADHS/DBHS requirements in this area;
- provide infrastructure, resources and leadership for system-wide efforts to recruit and retain multilingual staff within ValueOptions and our contractors; and
- determine whether individuals are waiting to be enrolled or to receive services due to language needs, and provide immediate intervention.

Linguistic Capacity Survey

Twice yearly, the ValueOptions Network Operations Unit conducts the Linguistic Capacity Survey. This survey is administered to all contracted network providers to determine current language capacity. Information gathered through this process is entered into the network database and is used to generate two reports: Language Capabilities by Provider, and Language Capabilities by Language. The Network Management and Program Development Department then distributes this information to all ValueOptions departments, especially the Access Line, Customer Service, and Direct Service Sites to assist staff in making appropriate referrals for service, and in securing interpreter services if needed. The information is also provided to all contracted providers within the network. This survey process will continue.

Additional Information

Utilization of interpreter services is currently reviewed monthly with respect to frequency of use, type of language interpretation requested, timeliness of service delivery, quality of service, availability, and accessibility. This practice will also continue.

Current Information Regarding Provider Staffing Needs

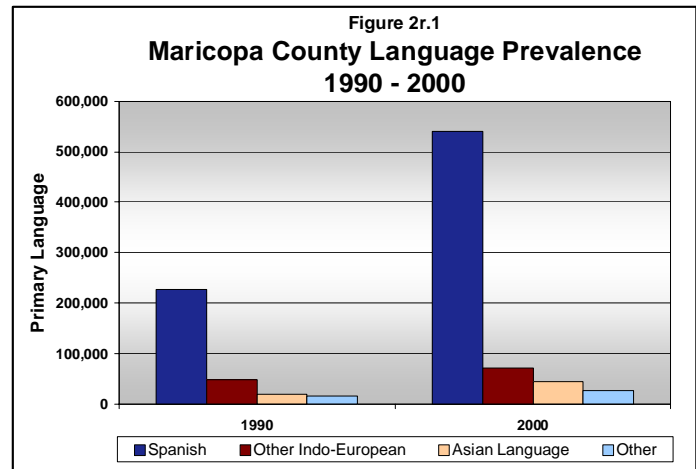
Current data have identified the need for enhanced Spanish language proficiency. Due to the large percentage of Spanish-speaking Medicaid eligibles in Maricopa County, all providers must demonstrate Spanish language proficiency in the delivery of behavioral health services. In looking to future linguistic proficiencies, we find that the Asian population is rapidly growing and that, although the number of people speaking Indo-European or Asian languages at this time is low, proficiency in the Asian languages is likely to be in increasing demand over the next contract term.

Maricopa County Language Statistics

As stated earlier, U.S. Census data are used broadly to project the language need by provider staff. Figure 2r.1 shows the languages spoken in the home in Maricopa County. The number of Maricopa County residents speaking Spanish at home almost doubled during the 1990's, growing from 227,500 in 1990 to almost 550,000 in 2000. During the same time period, the number of residents speaking Asian languages and other Indo-European languages almost doubled, as well, while the English-speaking population grew by only 31 percent.

Current RBHA Linguistic Capacity

ValueOptions currently has 126 Direct Service employees who receive a language pay differential. This number includes over 20 bilingual (Spanish) Crisis Line staff and three bilingual (Spanish) Doctors at Urgent Care. The various language proficiencies include Spanish, Native American languages, American Sign Language, Bosnian, Arabic, German, and Portuguese. To encourage language diversity, ValueOptions currently offers Spanish language courses and contracts with community agencies to provide courses on-site and in the community. ValueOptions staff members are also tested for Spanish proficiency prior to receiving a pay differential. In addition, ValueOptions' contracted providers have interpreter service codes in their contracts to enable them to use all interpreter services. ValueOptions staff also have access to a Language Line and TTY Line, as described below.



Utilization of Interpreter Services

Our Customer Service, Access, Crisis Units all have bilingual staff, with Spanish as the primary language. All three departments, in addition to having bilingual employees use the Language Line, an interpreter phone service. Interpreter service utilization data are consistently reviewed with respect to frequency, type of languages, timeliness of service delivery, quality of service, availability, and accessibility. We find the Customer Service Department has used the Language line infrequently, averaging 30 times a month. Conversely, the Access Line has used the Language line on an average of 300 times per month.

ValueOptions uses the TTY Line for hearing-impaired individuals. ValueOptions Customer Service and Access Line receives an average of one call per month for the TTY Line, while the Crisis Department receives an average of ten calls per month.

Current Provider Linguistic Capacity

The most recent biannual Language Capacity Survey identified 31 different languages spoken by provider agency staff. The following table shows the results of the survey. It should be noted that three languages are included in the "other" category.

| Language | Number of Provider Agencies | Total Provider Agency Sites | Language | Number of Provider Agencies | Total Provider Agency Sites |
|------------------------|-----------------------------|-----------------------------|----------|-----------------------------|-----------------------------|
| American Sign Language | 16 | 23 | Arabic | 10 | 10 |
| Armenian | 3 | 3 | Chinese | 1 | 1 |
| Croatian | 5 | 5 | Farsi | 4 | 6 |
| French | 20 | 32 | German | 17 | 6 |
| Greek | 4 | 6 | Hebrew | 2 | 3 |
| India Sub-Continent | 6 | 7 | Hopi | 1 | 1 |
| Italian | 10 | 13 | Japanese | 1 | 1 |

| Language | Number of Provider Agencies | Total Provider Agency Sites | Language | Number of Provider Agencies | Total Provider Agency Sites |
|------------|-----------------------------|-----------------------------|------------|-----------------------------|-----------------------------|
| Navajo | 8 | 12 | Philipino | 4 | 4 |
| Polish | 2 | 3 | Portuguese | 6 | 8 |
| Russian | 5 | 6 | Samoan | 1 | 1 |
| Sioux | 1 | 1 | Spanish | 59 | 139 |
| Swahili | 2 | 2 | Targenia | 1 | 1 |
| Tongan | 2 | 2 | Turkish | 1 | 1 |
| Vietnamese | 5 | 7 | Other | 16 | 32 |

Increasing Availability of Multilingual Staff

ValueOptions recruits staff members who are linguistically and culturally able to meet the needs of our service population. To assist provider agencies in meeting staffing requirements related to languages that will be included in provider contracts, we will offer assistance to them in increasing availability multilingual staff. In collaboration with providers, ValueOptions will:

- organize local and regional job fairs targeting bilingual culturally competent staff;
- increase local and national advertising and marketing efforts specifically targeting bilingual candidates from all fields and levels of expertise in a variety of print and electronic media, including advertising in major American markets and in local and national Spanish language newspapers and periodicals;
- expand availability of language differential compensation for bilingual staff employed by ValueOptions and providers;
- outreach to universities, junior colleges, and other teaching institutions;
- expand bilingual/bicultural internships to include not only social work students, but also nursing, Masters in Counseling, and Masters in Public Administration students as well; and
- increase efforts to increase Spanish language proficiency of both ValueOptions and provider staff by offering increased options for Spanish language instruction.

Ongoing Quality Management

To integrate language competencies systemically over the last two years, ValueOptions has adopted and integrated the Culturally and Linguistically Appropriate Services (CLAS) standards into provider contracts. The goal for ValueOptions and its provider network is to fully implement the standards. Currently ValueOptions has three Master's level students in their second year of graduate school who are in the process of developing an instrument designed to monitor movement of the service delivery system to full implementation of CLAS standards.

The ValueOptions Quality Management Department has incorporated these standards into regular site visit and provider monitoring activities. The monitoring of providers in the progress of their integration of the CLAS standards is ongoing.

s. Behavioral Health Staff Retention

ValueOptions recognizes our responsibility as the Maricopa County Regional Behavioral Health Authority (RBHA) to administer and provide behavioral health services of the highest quality for consumers in Maricopa County. Equally important is our role as a major employer in the County and our responsibility to support and grow with our network provider partners. We value our own employees highly and strive to make the Maricopa County RBHA a positive, rewarding, and challenging workplace. Further, we acknowledge the importance and contribution of those individuals employed by our provider partners throughout the behavioral health system. We have heard and understand the feedback provided by consumers, family members, providers, stakeholders, and our own employees regarding the impact of provider retention and staff turnover on service quality.

ValueOptions has always recognized that continuity of personnel is central to the creation and maintenance of a successful behavioral health care system. When ValueOptions became the RBHA for Maricopa County, we inherited a Direct Service system with staff turnover of 46 percent per annum (December 1998). There were many causal factors, but the most significant were identified as being rooted in the financial instability of the network providers, the need to improve recruitment practices and opportunities for providers, and the adequacy of remuneration and benefits within the behavioral health system. These issues were targeted for action during the initial contract term.

Furthering Financial Stability

ValueOptions is a financially stable and solvent organization with sound fiscal policies. Consequently, ValueOptions itself brought a sense of stability and consistency to Maricopa County when it was chosen as the RBHA.

ValueOptions' efforts to ensure financial stability and flexibility of providers allows development of competitive salary structures and provision of improved benefit packages for provider staff.

Financial stability of provider agencies is central to ensuring longevity of providers in the network, and in retaining employees. The following are examples of tools we have implemented to support this objective:

- **Block Purchase Contracts.** These contracts offer consistent and predictable revenue streams to provider agencies to support stability and growth. The payments made to providers are prospective, providing them with funds before services are actually rendered. In addition to prospective provider payments, the provider contracts allow for the contractor to retain surplus revenue to build their net assets. This ability allows providers to weather cyclical utilization patterns and funding interruptions, encouraging future growth and program development, as well as performance pay and competitive salary structures.
- **Cost-based Budgets.** Providers must now submit a cost-based budget with each proposal for new service or contract increase. This enables more detailed examination of all such provider requests to ensure financial viability of the proposal and to identify any financial risk that the proposal may represent for the provider or ValueOptions. ValueOptions' Finance Department staff is available to provide technical assistance.
- **Adjustments to Rate Structure.** Flexibility and innovation in the rate structure is another method of increasing financial stability during program development, while implementing necessary system reforms. One example, presented in more detail in *Volume 3.1*, is the Latino Youth Initiative, in which incentive payments have been made to seven providers for achieving and sustaining enrollment goals. Another example is the block payments for development of Rapid Response Teams for children/adolescents who are being removed from their homes by Child Protective Services.

Effective Hiring Practices

Hiring the right person for the right job is the first step in reducing turnover. ValueOptions revised hiring practices in 2002 through the implementation of the Hiring Committee, composed of manager level personnel. This committee interviews and selects prescreened, qualified candidates on a weekly basis using a standardized process developed to ensure that only qualified, knowledgeable, and suitably motivated individuals are hired.

The ValueOptions Human Resources Department partnered with contracted service providers to assist them in attracting, hiring, and retaining qualified personnel, as detailed below:

- ValueOptions held job fairs for subcontracted service providers that were experiencing high turnover and has also initiated collaborative job fairs, many of which targeted bilingual candidates, so that each agency could share resumes and applications of highly skilled individuals.
- ValueOptions Human Resources Department recently joined forces with four subcontracted service providers to assist them in hiring 158 individuals to fill positions for implementation of the 200 Kids Project within a 60-day timeframe.

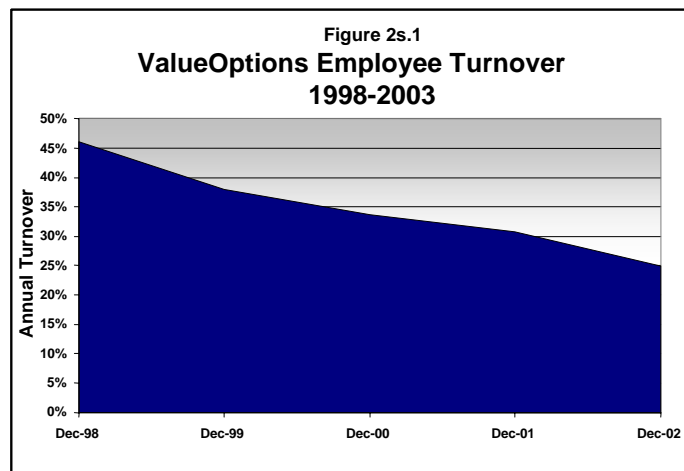
Adequate Compensation

Employees consistently rank salary and benefits among the top considerations for maintaining a particular job or staying within a particular field. To ensure equitable pay and competitiveness in the marketplace for our own employees, ValueOptions:

- implemented a Base Pay Program providing the methodology to fairly compare pay among all employees in all job classifications, based on their level of education and experience;
- completed a market analysis comparing job classifications and descriptions in Arizona to those in selected markets of similar size across the country;
- offered a complete benefit package that includes medical, dental, vision, long term disability, short term disability, life insurance, AD&D (accidental death and dismemberment) coverage, and a 401K retirement plan with company match;
- expanded benefit coverage for domestic partners of employees and supplemental insurance coverage such as cancer, hospitalization, and accident insurance; and
- implemented a language differential pay plan.

Impact of Efforts

The combined effect of our efforts in these three areas has reduced our employee turnover rate by more than 57 percent as illustrated in Figure 2.s.1 below, from 46 percent in December 1998 to 19.68 percent in June 2003.



In addition, ValueOptions has been successful in reducing turnover of prescribers, as described in *Volume 2.m*. By early 2002, the Direct Service system reached a total of 27 prescriber vacancies, including new positions necessitated by expansion of service sites. Through intensive recruitment, retention, and use of nurse practitioners, we have filled almost all vacancies with permanent prescribers. For a brief period in June 2003, all prescriber positions were filled. As of November 2003, 80 teams are staffed with 73 permanent prescribers, and with 25 percent of prescribers staffed by nurse practitioners.

Opportunities for Improvement—Increasing Retention of Paraprofessionals, BH Technicians, and Professionals

Through focus groups held this fall, which targeted our own employees, representatives of providers, as well as consumers and family members, we gathered information regarding a number of potential reasons for turnover and strategies to address retention of behavioral health paraprofessionals, technicians, and professionals employed by both ValueOptions and provider agencies. We believe our action in these areas over the course of the coming contract will significantly reduce staff turnover and improve overall system performance. The following items present areas in which we address high turnover. These action items may be modified as indicated by the baseline data analysis described in the following paragraphs.

Establishing a Baseline—ValueOptions continues to improve key data collection and analysis to guide system enhancement. As a first step to address retention, all providers will be surveyed by February 2004 to benchmark turnover by each provider. Each quarter, providers will be required to submit to ValueOptions data related to turnover within their organizations. We will use this information to develop, over a 12-month period, a competent assessment of the reasons for turnover (compensation, work environment, promotional opportunities, etc.). This baseline will form the foundation of specific recruitment and retention plans. We will establish a work group of RBHA and provider administrators to consider targeted plans to address turnover, which may include unified pay structures across the system, performance-based pay, and other incentives, according to the findings of the initial baseline assessment. This work group will be facilitated by the ValueOptions Executive Director of Human Resources and will begin in March 2004.

Improving the Work Environment—Through focus groups, many ValueOptions and provider staff stated that their working environment would be enhanced through mutual networking and communication opportunities. ValueOptions will increase the number of regular forums where people from different organizations, specialties and roles can come together to exchange

ideas and experiences. For example, our Rehabilitation Specialists and Rehabilitation Services Administration (RSA) Vocational Rehabilitation Counselors have half-day meetings scheduled with rehabilitation provider staff on a quarterly basis. This activity ensures that RBHA, provider and state agency staff receive the same consistent information regarding rehabilitation services, protocols, and program initiatives.

Access to Information—In the rapidly changing health care arena, access to complete and timely information is an essential element of doing one's job effectively. ValueOptions has already upgraded all Direct Service sites with better computer hardware, implemented uniform e-mail capabilities and created a Windows version of our case management software package to facilitate improved communication and better usage of information. Within ValueOptions, this improved access to information will now be reinforced by the appointment of a Director of Operational Integration, responsible for managing the content and distribution of regular e-mails concerning developments in evidence-based practice and procedural changes. For provider agencies, we will improve information flow with enhancements to the Provider Notice (used to disseminate behavioral health system requirements), described in *Volume 1.n*.

Team-focused Structures—We have found that team building and formation also increases employee and provider morale. The Child and Family Team implementation has generated excitement and energized employees from the RBHA, child/adolescent providers and state agencies. This implementation was accomplished with great care and effort by teaching involved staff to truly operate as a team, understanding and respecting each other's roles and responsibilities. Other efforts are achieving similar results, including the House Bill (HB) 2003 Demonstration Clinical Teams. This effort will continue with the roll-out of Child and Family Teams to all children/adolescents by December 2004, expansion of Assertive Treatment, and other team-building initiatives.

Knowledge Development—Another key to retaining behavioral health system employees is ensuring opportunities for growth and advancement. ValueOptions has an internal promotion and transfer policy with leadership training programs to increase skill levels in preparation for promotion. We provide tuition reimbursement, Continuing Medical Education, paid conference days, license and certification reimbursement, paid internships for college students to gain practical knowledge, and paid preceptor programs for registered nurses. In addition, we will:

- identify learning opportunities leading to certification (for example, more than 60 RBHA, provider, and state agency staff will be certified as DBT therapists over the next two years, which will increase their individual marketability),
- develop additional professional learning opportunities, such as the University of Arizona Psychosocial Rehabilitation Certification, and
- redesign training for ValueOptions staff and providers, as described in *Volume 3.w*.

Voice in System Development—RBHA and provider staffs alike have told us in focus groups that having a voice in the direction of the behavioral health system is of paramount importance. We understand the role played by behavioral health professionals, technicians, and paraprofessionals, and will develop formal opportunities to provide input into system design. These opportunities will include periodic focus groups with the Executive Management Team for RBHA staff, as well as biannual forums for provider staff.

Through these initiatives, ValueOptions will respond effectively to the Arizona Department Health Services/Division of Behavioral Health Services (ADHS/DBHS) focus group feedback from consumers, family members, and stakeholders regarding retention of paraprofessionals, behavioral health technicians, and behavioral health professionals and will ensure progress in meeting these objectives for staff and provider retention.